---- EARLY VIEW ----

CASE STUDY

FROM THE GYM TO HAPPY HOUR: THE CASE OF OURSOUND

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ABSTRACT

The study's objective: portray the added value of the OurSound application to the gym, bars, and restaurants sectors and the challenges gave the need to expand sales by the owner partners. **Methodology/approach:** teaching case based on facts according to micro and small companies' management experience. **Originality/relevance:** the teaching case portrays the activities of the company OurSound, whose differential is that it is a musical interaction application offered by the owners of establishments to their customers. **Main results**: the reflections, learning, and possible strategies suggested by students to meet the desires of creating value and increasing sales (with the consequent expansion of associated establishments, interaction, sociability, and engagement among users) of the studied application other of similar. **Theoretical/methodological contributions:** offering students living in situations related to the management of micro and small businesses to have the opportunity, being supposedly in place of partners, to discuss the dilemma presented and seek alternatives to solve it.

Keywords: Marketing. Value creation. Teaching case.

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RESUMO

Objetivo do estudo: retratar a agregação de valor do aplicativo OurSound aos setores de academia, bares e restaurantes, e os desafios diante da necessidade de ampliação das vendas por parte dos sócios proprietários. **Metodologia/abordagem**: caso de ensino baseado em fatos, conforme experiência de gestão de micro e pequenas empresas. **Originalidade/relevância**: o caso de ensino retrata as atividades da empresa OurSound, cujo diferencial é ser um aplicativo de interação musical, ofertado pelos donos de estabelecimentos aos seus clientes. **Principais resultados**: as reflexões, o aprendizado e as possíveis estratégias sugeridas pelos alunos para atender aos anseios de criação de valor e de aumento das vendas (com a consequente ampliação dos estabelecimentos associados, da interação, da sociabilidade e do engajamento entre usuários) do aplicativo estudado ou outro de semelhante.
Contribuições teóricas/metodológicas: oferecimento aos alunos de vivência em situações relacionadas à gestão de micro e de pequenas empresas, para que tenham a oportunidade de, estando supostamente no lugar dos sócios, discutir o dilema apresentado e buscar alternativas para solucioná-lo.

Palavras-chave: Marketing. Criação de valor. Caso de ensino.

1. INTRODUCTION

OurSound sales reports are analyzed throughout the first business day of the month. Friday, November 1, 2019: Vinícius, owner-partner of the company, calls on the project manager and partner, Eduardo, to talk about customers and how to increase the number of establishments served by the company:

– Eduardo, look at the chart on page 29 ... See how sales are not satisfactory.

– Wow, exactly! We need to act to change these numbers. Perhaps one way out is to show customers (especially new ones) the value and importance of our business – Eduardo then observed the graph.

Vinícius, who initially had the idea of founding OurSound, reinforces to the partner:

– Yes, I agree. The way people listen to music is changing; therefore, we need to address this need to increase our application's acceptance.

– Of course, Vinícius! However, OurSound is new to the market, and due to the brand not yet having much notoriety, this will be a great challenge. Convincing people that our app is necessary and interesting will be difficult, albeit crucial to boost our sales.

The partners thus begin to discuss the report in detail. Convinced that the company promotes an innovative application with market potential, Vinícius supports:

– The possibility of providing customers with a differentiated experience, allowing them to choose the sound in the environment, according to their taste, is what we must emphasize to motivate entrepreneurs to hire OurSound.

At the end of the meeting, the two questions themselves about ways to create value for the application for new customers in the sectors they already serve: gyms, bars, and restaurants; however, the first step to be taken is not yet defined.

1.1 The Synchronized Double

It was a Thursday night in 2014, and, as usual, friends Eduardo and Vinícius were at a bar, enjoying happy hour after a long day at work, drinking, and making small talk. Eduardo, project manager, 29, commented with his friend Vinícius, a systems analyst, 31, about his dissatisfaction with the boss and the company he worked for.

While Vinícius tried to spot the waiter serve them, he started playing music that was not in harmony with its atmosphere. Intrigued, he then questions Eduardo:

– Who will be responsible for selecting the songs at this location? Likely, the person is not attentive when choosing them, as this sound is not suitable for the environment ...

Eduardo, still stunned by the problems at work, stops and looks at the place, saying:

– I believe that some employees must choose the songs before the opening of the venue, or it may be the cashier who takes care of that ... I do not know.

Vinícius continued to reflect until Eduardo interrupted him:

– But rest assured, because we are not the only ones who do not like this song. That table group in the corner also does not seem happy with this sudden change in musical style.

Again Vinícius questions his friend:

– Eduardo, is it possible that, with so many technologies and applications, none allows us to choose what we want to hear in places like this?

– Look, friend, I have not seen anything about it yet. If you have, I do not know! Waiter, please, a cold one for us.

The next day, Vinícius, still thoughtful, with the idea of the existence of a music selection app in commercial environments, decided to search on the internet and found that, in fact, there was no app for that purpose.

In the meeting with his friend, the discomfort felt in that bar made Vinícius see the possibility of opening his own business. However, he did not know how to run a company, as he knew the technology area. At that moment, he thought of Eduardo, who had professional experience in the administrative area, and then told his friend what he thought, proposing a partnership.

Eduardo had been saving money for a future investment for some time. Working with project management and analyzing the results pointed out by Vinícius' research, he really considered this chance an interesting opportunity to invest and make it possible and undertake this project.

Thus, friends set up a meeting to discuss the opening of the new venture and, that same day, Vinícius and Eduardo reached an agreement, giving light to OurSound, an application that allows customers to choose the music and interact with other people in the same commercial environment.

1.2 The Sound Of Business

Founded in September 2015, OurSound Brasil is headquartered in Balneário Camboriú, in Santa Catarina, directed by partners Vinícius and Eduardo, specialists in the area of system analysis and project management, respectively, and having three programmers and three sales representatives.

The business consists of a music and social interaction app, which allows the client, a regular at bars, restaurants, and gyms all over Brazil, to select the music to be heard and interact with other people in the environment. Currently, OurSound has an agreement with the owners of 274 establishments and approximately 5,700 active users, 80% of which are located in the city of Balneário Camboriú.

The service consists of a music player with more than five million hits for the establishments to offer to its public. The application has a simple and practical interface to use. The owners of bars, gyms, and restaurants must have a computer or notebook to access it if they want to make any changes to the music or playlist, for example.

To use the app, store customers need to download it from the Play Store (Android) or App Store (IOS), access it at any time of the day, according to the local time, to choose the music they want to listen to. To do so, the application asks for the client's location, and, after confirming its presence in the establishment, it is released for the choice of songs.

As it is a social interaction application in commercial establishments, the selection of songs is classified and predefined by the owner, according to the musical style compatible with the environment, to avoid offensive or invasive choices. The musical genres are then chosen. For each one, there is a playlist already determined whose songs can be inserted, deleted, or personalized by the contractor, according to the business proposal.

The customer of the establishment, in turn, can listen to the music whenever he wishes, as long as he respects the other customers who are also sharing the service. For this, there is a sequence of songs to be played in order of choice. The application limits the number of songs chosen by the user to allow everyone to interact and avoid the application's monopolization by one single user.

When there is no selection of songs, the application plays the playlist indicated by the business owner. As soon as a customer selects a song, it takes precedence over the list currently playing. The application also has a list of most played songs by that establishment. On the other, with the most affected, in general, by all the businesses where OurSound is present.

In addition to listening to the favorite music, OurSound provides interaction between its users, offering a chat for conversations and communication - the main differential of the company. The world of technology is inviting, and, in parallel, in reality, there is a society driven by interactivity. Thus, OurSound's value proposition is to bring people together, with a particularity different from other social networks: making this connection through music. In practice, the customer arrives at the place (gym, bar, or restaurant) and stays connected - something that has become a priority in several people's lives.

Unlike the existing modalities for listening to music, the company does not create subscriptions for the customers of the establishments/users of the application. Its functionality is to promote to entrepreneurs a new form of interactivity by providing the OurSound application's services. To purchase the service, the establishments' owners subscribe to the OurSound application for R $ 99.90 per month, with thirty days of free use, through a visit by a commercial representative of the company to the establishment.

When purchasing such a service, business owners create a strategy to stay ahead of their competitors. It is possible to use this tool as a decoy for the public because most people enjoy social interaction today. In this perspective, to conquer, create relationships, build customer loyalty and generate value, the establishment must follow the trends and offer opportunities for them to have an exclusive and personalized experience.

Initially, the company proposed to attend gyms in Balneário Camboriú and region and, successively, expand to other cities in Brazil, prioritizing capitals and populous cities, focusing on busy and tourist cities. Over time, however, there was also acceptance of the use of the application in bars and restaurants, changing its focus, given young people's predominance connected to technology.

Despite the acceptance, the difficulty in serving a wider range of establishments is still a concern of the partners, since some rejections to the OurSound proposal were emerging and, as analyzed by Vinícius and Eduardo, the results were not favorable to the company. Also, the partners have few

resources to put into practice expanding OurSound, which therefore weakens the prospect of sales to attract new customers.

It is necessary to emphasize that OurSound is not yet patented and, as there are no specific laws in the country to regulate applications, the presentation of the benefits and values of the company is done carefully, as there is a risk of there being an "imitation" of its proposal, which would make it no longer competitive in the market.

1.3 Listening To The Market (Adversaries)

OurSound has several competitors, from music apps that offer free or paid hits to live music on site. With a large collection of songs to be enjoyed at any moment, the radio apps Deezer and Spotify are already well known by users in the virtual world.

The radio was one of the first technological resources to reach the national market, with great recognition and music collection, with the advantage of being used by a greater number of users due to its adaptation to numerous devices. Besides, the various radio stations have their own applications or are even available in applications that bring together multiple stations free of charge As for disadvantages, the excessive number of advertisements and the unavailability of the wide choice of songs are pointed out, that is, the person only listens to the programming provided by the chosen station, with rare exceptions, at specific times, when, by opening the channels of radio communication to the public, songs can be requested and dedicated.

Deezer is a French application with more than 56 million tracks and more than 30 thematic radio stations, making it easy and practical to search and organize music in playlists. In addition to providing users with a connection to Facebook and Google+, for sharing activities with friends, the application can be used for free, which involves the acceptance of advertisements and the inability to "skip" the music tracks, unless the customer becomes Premium, upon payment of a monthly fee of R$ 16.90.

Spotify is the most popular streaming service globally, with a collection of more than 35 million songs organized in more than two billion playlists, which can be created and shared by its users. Available for most modern devices, including computers, smartphones, and tablets, the free use of the application subjects the user to advertisements and imposes some limitations, such as the impossibility of choosing a musical sequence; this does not occur in the Premium plan, which can be subscribed for a monthly fee of R $ 16.90 for the first 30 days. It is worth mentioning that the various extensions make the service more attractive and interactive when discovering a playlist or accepting recommendations.

YouTube is a free video-sharing platform, where thousands of music videos are available and can be used through computers or applications, subject to advertisements' acceptance. There is also YouTube Premium, a paid version of the service (with a monthly fee of R $ 20.90), which guarantees access without interruption by ads and provides exclusive additional features.

OurSound also competes with live music at the venues, given the huge number of bar singers on the market, who charge, on average, R $ 350.00 for approximately four hours of performance in one night. In addition to promoting "excitement" in the establishment, there is an artistic cover charge (whose values vary, according to the policy of each location, being, on average, between R $ 5.00 to R $ 10.00 per person) to the client who, once informed about it, must pay it. For the entrepreneur, this charge can be an alternative to "share" costs with customers. However, the artistic cover charge is still not viewed favorably by most consumers. There is some resistance to this type of service; for this reason, many establishments choose not to charge it to scare the clientele or create unpleasant situations.

1.4 Listen

OurSound constantly seeks to improve its product, offering new experiences to its customers, awaken the desire and need of end consumers, who frequent accredited establishments. The company has taken some steps to present the benefits of using the application to establish value to the brand.

One of the company's concerns is the training of commercial representatives so that they are prepared to offer the product and point out the benefits of the application to the establishment. To this end, frequent training courses are held of the following types: (a) technical, in which there are clarifications regarding the use, installation, updating, and maintenance of the application; and (b) behavioral, to promote quality service, good communication, posture, and ethics, as well as to present the company's principles.

To make the customer feel free to analyze OurSound's sales proposal and provide an experience with the product, the company offers its free use for thirty days, even if the establishment does not sign the purchase contract for the product. In 2018, the company provided 253 free trials and returned 127 customers, who returned and hired the service.

The merchandising tools used by OurSound are materials, such as billboards, flyers, pamphlets, stickers, banners, and table accessories, made available at no cost to the contracting establishment of the application. These strategies aim to communicate to the establishment's customers the application's presence on-site and its functionality.

The application consists of a music player, which currently has more than five million hits available. According to your profile, the establishment that contracts the application can customize the music tracks, having the possibility to release certain songs and block those that do not fit the environment.

1.5 Sharing The Same Vibe

On that Friday in November, in the year 2019, in a careful analysis of the sales reports and the information obtained, the partners perceive the need for strategic attitudes towards the niches served. Vinícius then decides to do a brief survey of the targeted segments to obtain relevant data to assist in the decisions to be taken and face significant growth numbers in the gym, bar, and restaurant market, starting to list them:

> – *Eduardo, see what important information I found! The niche of bars, restaurants, gyms, and the like has a growth projection throughout Brazil because of the concentration of greater search and investment for/in gastronomy, quality of life, and social interaction, both live and online. According to VocêRH magazine, Brazil is the second-largest in the world's gym segment, with more than 34,500 establishments in operation, behind only the United States. With an accelerated growth since 2007, rates above 13% per year, and more than eight million students enrolled, this market generates around 2.1 billion dollars (Di Domenico, 2019, [s. p]).*

> *And Vinícius adds:*

> – *Despite this, last year, the country lost its position in the ten countries' ranking that most profit from the fitness segment. We cannot consider this to be inopportune for OurSound, quite the contrary. I believe that we continue with great chances of prospering in this sector.*

> *Eduardo reads some notes of the news reported by the partner, and Vinícius continues:*

> – *As for the sector of bars and restaurants, I heard that the sector achieved growth last year (2018) of 3.5%, according to the National Association of Restaurants (ANR, 2018, [s. p]). The InfoMoney magazine (Dino, 2019, [s. p]) indicates some entrepreneurs have bet on changes and expansion of establishments. Certain problems solved contributed to the sector's growth, such as tipping, which caused much insecurity to the segment.*

Eduardo, thoughtful, when analyzing the actions already taken by the company, noted the need to include new ways to add value to OurSound.

– Vinícius, what we are missing is to spread the brand a little more on social networks, and, for that, it would be interesting to partner with bloggers. Today, many people consider what digital influencers say ... I was reading that 74% of people buy, according to the influence received from social media (Dino, 2018). Influencers can change people's consumption views by having an influential and strategic role and reaching an expressive number of the target audience.

Vinícius then asks:

– We have to choose these influencers very well because, just as they praise a brand, they can harm it. Do you not remember the case of the blogger who had plastic surgery and did not disclose it? Many people criticized her for this; she lost millions of followers, and the brands that sponsored her posts were damaged.

– Eduardo, what if this disclosure was made by professionals who serve the final public? Waiters, for example, could more accurately inform the functionality of our app to customers who are placing their orders. The same can happen with the personal trainer, during the monitoring of users, in the practice of their exercises.

– I think the idea is fantastic, Vinícius, but how will we make these professionals feel motivated and enthusiastic about promoting our app? Is training the owners of establishments a good alternative?

Thinking about it, how can Eduardo and Vinícius present the application in a way that attracts new customers? How to create value for the entrepreneur to buy the idea? What does OurSound need to do to increase the number of customers served and, consequently, sales? How to awaken users' desire to use the application?

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Teaching notes guide how teachers can use the teaching case with their students, starting with identifying the teaching objective.

2.2 Teaching Objective

This case portrays the added value of the OurSound application to the gym, bars, and restaurant sectors and the challenges of expanding sales by the proprietary partners Eduardo and Vinícius. The case aims to offer students experience in micro and small companies' management by providing them with the opportunity to put themselves in the partners' place to discuss the dilemma presented.

2.3 Sources And Collection Methods

The data were collected through semi-structured interviews with the company's owners and the analysis of printed documents and the internet. The case is based on a real story; however, the characters' names are fictitious to preserve the entrepreneurs' identity. Also, it was necessary to create dialogues to enrich the wording of the case and propose the students' reflection, given the partners' decision, described in the case outcome section.

2.4 Relationships With The Objectives Of A Course Or Discipline

It is possible to identify aspects that lead to the creation of value by the creators of OurSound and their actions and efforts to sell the application to new customers. This material is suggested for application in Undergraduate courses in Administration and Marketing Management. It promotes debates and reflections on themes, such as customer orientation, product value creation, and brand strengthening.

2.5 Suggested Disciplines For Case Use

Marketing Administration, Marketing Channels and Management of Micro and Small Companies.

2.6 Possible Tasks To Propose To Students

The discussions prompted by the case study become relevant because the students contribute with ideas and notes, given the theory's enrichment and the dilemma now exposed. To this end, it is important to allow students to read the case in advance to understand the behaviors of partners Vinícius and Eduardo, putting themselves in their place, as managers, to improve what has been done and determine what can still be done in order to add value to the business.

Therefore, the class's contributions must be following the data and information presented in the case. Therefore, the teacher needs to provoke the following initial questions: What is a music application? How to use this type of service offered by OurSound? How do the music apps that you (the students) know about work?

In this direction, students tend to explore some music applications' characteristics: the modes of use, the musical styles available, and the practicality of this sound modality. The students' responses, more analytical than descriptive, serve to stimulate reflection and encourage all.

The analysis questions, in turn, were structured so that the student initially points out the improvements in the actions performed by OurSound. In the sequence, he should point out new actions to help the company add value and increase its sales, giving an opinion on whether OurSound can expand its differentials and competitors' proposals.

The suggested questions for this case are:

(1) From the actions already taken by OurSound to create value for the customer, point out the improvements that you believe are necessary.

(2) Introduce new actions for the company to create value for the brand, both customer and user.

(3) How could OurSound increase the number of establishments served and, consequently, increase its sales?

(4) In your opinion, given the differentials pointed out by competitors and the strategies for creating value and expanding sales, do you believe that OurSound has potential for expansion? Justify your answer.

3 CASE ANALYSIS AND LITERATURE CONNECTION

3.1 From The Actions Already Taken By Oursound In Creating Value To The Customer, Maintain The Improvements You Believe As Necessary (Question 1)

Any business's mission is to provide value to the customer without renouncing profit (Kotler & Keller, 2012). The creation of value can allow the company to expand its operation area and its capacity to serve new markets (Borges & Lima, 2012). In this way, three perspectives can define value: price, consumer behavior, and strategy.

In the price literature, value is defined as the trade-off perceived by consumers concerning the benefit and investment made (monetary and non-monetary) to purchase a product or service. In the consumer's behavior, the value is characterized by the satisfaction of the consumer's needs and desires regarding the purchased product/service. In the strategic perspective, the value is linked to how much the buyers are willing to pay for their goods and services.

Therefore, in this direction, the greater the value offered by the product/service, the greater the customer engagement. This means that it is essential for the company to offer value to its brand, making consumers more and more satisfied (Correio, Correio, Correio, & Correio, 2015).

To be competitive in the market, the company can choose to adopt the cost leadership strategy (reducing its costs) or the differentiation strategy (which makes the performance of its product superior), taking into account the market in which it operates (Porter, 1985; Chernatony, Harris, & Riley, 2000).

OurSound, then, can improve its actions to add value to its product through the proposals outlined below.

Regarding the training of commercial representatives, mentioned in the case, it is proposed to bring the representative and the owner of the establishment closer together, in order to strengthen the relationship marketing between the parties, with the creation of incentive campaigns and goals, in order to reach new users. . For example, the salesperson and the company participating in the campaign (bar, gym or restaurant) who obtain the greatest number of users, in a period of thirty days, win an award (travel, a television, etc.).

Regarding the free availability of the application, it is suggested to increase the test to 90 days so that the establishment owner has more time to analyze the product's advantages. As for the price, it is proposed to present a goal to the owner of the establishment, that is, if in a certain period (one semester, for example), the gym, bar, or restaurant gets 500 users/customers for the application, the price fixed monthly fee of R $ 99.90 will be R $ 79.90 in the coming months.

Another measure to be improved is the use of merchandising materials to show the product and its characteristics and win over the customer to make the purchase. Considered a way to visually present a product in an attractive way (Pegler, 2012), merchandising has the role of creating a link between the brand and the consumer (Bailey & Baker, 2014). Among the types of merchandising, OurSound focuses on the use of materials at the point of sale. Then, it is suggested the expansion of tools outside the point of sale to strengthen the brand, such as the creation of caps, glasses, parasols, visors, and bags of garbage for cars, all personalized with the logo of the company. Also, we propose the creation and financial sponsorship of interactive posts on social networks, such as Facebook and Instagram, with relevant content and advertising on regional radios with good reach and affordable cost (mass merchandising).

The company must also negotiate with other record companies and increase the amount of music available in the application, offering various musical styles. Also, attention is needed about "viral" hits, that is, those that are successful in a short period of time but that is very hard and quickly become references.

3.2 Present New Actions For The Implementing Company, In Order To Create Value To The Brand, Both In Relation To The Customer And To The Users (Question 2)

As seen, OurSound executes some strategies that guide its customers' brand value; however, new actions must be taken to bring the company and its target audience closer together to demonstrate its principles and meaning to the consumer (Scharf, Paasch, & Silva, 2018). For this, the company's business model needs to be directed and systematized with what it offers of value to its customers (Osterwalder, Pigneur, & Tucci, 2005).

In this direction, some strategic partnerships are fundamental to strengthening the principles defended by OurSound, as described below.

In partnership with the owner of the place (bars, restaurants, or gyms), OurSound is recommended to provide training to waiters and personal trainers to detail the application's functionality and strengthen the option of chat available to customers, providing interaction through connectivity. This can be done with gifts to motivate them to reinforce the usefulness and how much fun the app is. The control of the gift can be done when the user makes his registration, which will have a field to highlight how he

learned of the application's existence on the spot. The waiter, who registers 50 users in the month, and the personal trainer, who registers 35 users, will receive a JBL speaker, with 16W power for IOS and Android, personalized with the OurSound logo. This award will be valid monthly; however, the prize may be replaced by other objects whose values are equal to this suggestion of a gift to avoid discontent on the part of employees due to the repetition of the bonus offered.

Partnerships with digital influencers are also suggested, due to virtual dissemination experiences, to motivate the target audience and carry out monitoring through tools available on social networks (Silva & Tessarolo, 2016). Trendy bloggers can, for example, convey to their followers the credibility and principles served by OurSound, as well as encouraging people to become users of the application. Therefore, when interacting with the public, the influencer's emotion is significant to generate value in the relationship between the consumer and the brand (Silva & Tessarolo, 2016). Thus, in addition to strengthening the brand, OurSound creates value for customers and confidence in renowned partnerships.

Another action to create value for the company is the partnership with musical bands, who wish to promote their music on the application. Artists save time, reach expressive numbers of listeners and publicize their work quickly and in a fun way.

In addition to the punctuated strategies, it is necessary to indicate other sources of revenue for OurSound, such as offering the subscriber the Premium category, allowing some exclusive benefits and services to users registered in this modality, such as accessing the application without the presence of advertisements, facilitating their process of choice of songs. He may also have exclusive music folders, with the most current music on the market (as long as they are consistent with the musical style of the environment); and/or have the right to choose twice as many songs (ten) as the average user (five) per visit.

Merchants and OurSound can benefit from the customer database in the application registration so that marketing actions can be worked on. Merchants can e-mail promotions or offer exclusive discount codes to customers using the app; OurSound, in turn, can forward information regarding the app's new features, such as new songs made available, in addition to offering the subscription to the Premium package.

Another way for the company to create value for the brand and users is to allow/get contact and feedback with/from customers through e-mails, commercial representatives, and other means of communication. OurSound argues that the experience lived by the customer of the establishment is essential to the application's progress and success because it depends on accepting the proposal by people. Customers are not only looking for the tangible benefits provided by a particular company but the experience associated with the brand (Ong, Lee, & Ramayah, 2018). With after-sales performance, the company can obtain relevant information from people who use it to improve its functionality. This can allow consumer loyalty and, consequently, the growth of the company.

3.3 How Could Oursound Expand The Number Of Establishments Served And, Therefore, Increase Its Sales? (Question 3)

OurSound has to study the market very well and, mainly, its target audience, in order to be able to serve them in the best way. Despite many bars, restaurants, and gyms, the company needs to segment the market, checking which niches have innovative profiles and are ahead in searching for opportunities to stand out in the market.

Lobos (1993) defines segmentation as the division of the market into populations of customers who have certain specialties, and Kotler (1996, p. 257) corroborates this idea by conceptualizing segmentation as "the act of dividing a market into different groups of buyers with different needs and responses."

It is impossible to provide equally excellent services to every imaginable customer; hence the need to segment the market served and intended to serve in the future to adapt to the business survival needs (Lupoli Junior, 2002). However, one of the main problems of micro and small companies is still not to segment the market they operate. The company needs to achieve the desired image to achieve more satisfactory results with its customers (Bernardez, 2005). With segmentation, OurSound can invest its time and resources more assertively.

Besides, OurSound can expand its consumer market beyond gyms, bars, and restaurants, given other businesses with background music conducive to consuming the application, such as medical and dental offices, shopping centers, and department stores. To this end, the company needs to focus on developing its sales team so that it has the ability to improve relations with existing customers and prospect new potential customers with this innovative profile. Also, OurSound must prove its value to the consumer market by increasing the number of customers in the establishments served and providing greater visibility among its target audience, which will promote new partnerships and new acquisitions of its product.

Therefore, adopting new actions, such as those mentioned in the previous question, will help the company attract more customers to establishments, demonstrating the value of OurSound. By promoting its brand on social networks, the company adds value and develops content to its active and potential customers (Sant'Anna, 2018). This calls for the creation, by OurSound, of annual strategic planning, which selects the region to be reached first, and, from that, marketing actions to attract the attention of prospects. According to Kotler (1992, p. 63), "strategic planning is defined as the management process of developing and maintaining a reasonable fit between the company's objectives and resources and the changes and market opportunities." In this sense, OurSound will guide and reorient its business and its product to generate satisfactory profits and growth.

3.4 In Your Opinion, In Face Of The Differentials Pointed By Competitors And Strategies For Creating Value And Expanding Sales, Do You Believe Oursound Has Potential For Expansion? Justify Your Answer (Question 4)

Motivated by technologies, young people have the act of listening to music in their routine and as a company (Souza & Torres, 2009), which shows space for the growth and development of companies in this segment to win over this audience.

Although there are consolidated competitors in the market, OurSound has an important differential - interactivity. Young people like to socialize and show what they are feeling through images, videos, and music, and being able to choose music in the environment they are in is a way of showing their identity and style. From a song, the user expresses his feelings, and the fact that he can choose music in a bar, restaurant, or gym can generate a feeling of authority, power, and status. Besides, the application is modern, and the owners of establishments often do not have time to update the lists of songs that play in their environment. The service guarantees convenience and constant updating.

The arrival of technology in recent decades has changed the way people relate to the world. Currently, there is a digitally native generation, that is, those born in the mid-1990s, who understand many of these discoveries as essential and every day. Technology appears to be like air for younger people: essential but invisible (Tapscott, 2010). Thus, OurSound should take advantage of this market opportunity and cell phone applications to expand its national territory activities. Its product is innovative and brings an interesting proposal to entrepreneurs and users.

4 POSSIBLE CLASS ORGANIZATION FOR CASE USE

This case serves as a didactic tool to improve learning through students' reflection on the studied dilemma. Thus, it is suggested to read the study in advance, and the teacher may also request additional readings during the course of the course to deepen the theory addressed.

To assess student participation, considering that the case study does not have exact and correct answers, it is recommended that the teacher request a group activity at the end of the discussion. The approach can be initiated by questioning who the main characters are and the work's central dilemma. After the introduction to the debate, it is proposed to the teacher to ask students, if possible, divided into small groups, to elaborate improvement and value creation actions to OurSound, through the SWOT analysis, known as FOFA - strategic planning technique used to help individuals or organizations to identify strengths, opportunities, weaknesses, and threats related to the internal and external environments of an enterprise. Finally, students are recommended to present the actions to OurSound. It is up to the teacher to intervene in each presentation's placement and tie the case with value creation theory.

Students may be curious to know the veracity of the data; therefore, it is suggested that the teacher end the discussion with the whole class, deal with the outcome of the case, and allow students to express themselves, proposing different solutions to the same problem. The teacher must also evaluate the responses, considering the need for students to respond in-depth, with the theories evidenced to what was initially proposed. Next (Table 1), it is recommended to allocate time for the use of the case.

Activities	Duration (in minutes)
Case reading	15
Discussion of the case	10
Explain the SWOT analysis and identify the strengths, opportunities, weaknesses and threats together with the class.	20
Time to answer the proposed analysis questions (in groups, defined according to the number of enrolled, suggesting a maximum of five people per group).	20
Presentation and discussion of analysis questions with the class	55
Total	120 minutes

Table 1
Suggested times for programming the application of the teaching case
Source: Elaborated by the authors (2019).

5 POSSIBLE SWOT ANALYSIS RESOLUTION

The SWOT analysis is an important tool for the managers of the company OurSound, since it will assist in decision making, based on the information gathered. It is possible to say that this analysis has a strategic complementary role, allowing to interpret and support the most recommended strategic marketing selection for the company (Platt & Rocha, 2016).

Following (Table 2), there is a possible resolution, with the analysis of the strengths and weaknesses, and the opportunities and threats of the company. Based on the elements placed in the matrix, it is possible to put together an action plan, thinking about the business strategy as a whole, specifically with regard to the dilemma of the case presented.

	Strengths	Weaknesses
Internal environment	1. Qualified team 2. Interactivity 3. Innovation 4. Differentiation	1. Difficulties of introduction 2. Small team 3. Lack of financial resources 4. Non-patented application
	Opportunities	**Threats**
External environment	1. Unique in Brazil 2. Technology and social networks constantly growing in the market. 3. Promising market for other markets, including those already served by the company (gyms, bars and restaurants).	1. There is no patent, only trademark registration. 2. There are no financial resources for expansion. 3. Technological changes

Table 2
Possible resolution of the SWOT analysis
Source: Elaborated by the authors (2019).

5.1 Strengths and Opportunities

With the advent of technology, people will increasingly use the internet and digital media; thus, OurSound stands out for offering an innovative application with the possibility of interaction between users. The opportunity for growth is immense, given the number of users who adhere to the networks. Unique in Brazil, OurSound promotes a differentiated product in the market to offer technology and a change in the way people listen to music in the establishments served.

5.2 Strenghs and Weaknesses

A communication system's ability to enable interaction is an advantageous market opportunity, as the audience is large and, currently, people are increasingly valuing this product/service format. However, when a business profile is targeted, competition is inevitable. In Brazil, there are still no laws regulating applications and software. The risk of copying is great, which would make the OurSound application obsolete in the market.

5.3 Weaknesses and Opportunities

There is great resistance to introducing the product in the establishments in which OurSound wishes to work. Although this perspective, at the moment, is negative due to the advance in the growth of social networks, this scenario tends to change since having a tool with this potential will be a strategic differential. However, the company must embrace the opportunity and create value for the application so that business owners can buy this idea.

5.4 Weaknesses and Threats

The lack of a well-structured sales team can threaten the company's growth. The OurSound application is innovative. However, it needs a focused team that is willing to grow and expand its business. The absence of professionals in the main regions, where the company intends to act strongly, makes it impossible to implement strategies. The lack of financial resources to progress in the desired expansion is another problem. Besides, it is a threat to the innovative and competitive idea of the market that it is not a patented application, which further weakens the benefits of being a company user.

6 Case Outcomes

OurSound ended its activities in 2017 since the partners, participating in other business partnerships, decided to focus on different projects, which did not coincide with its sector and niche. OurSound served young audiences, in gyms, bars, and restaurants, with the offer to listen to their favorite music in the environment through an application. Some difficulties were encountered along the way, and turning the company into a profitable business did not materialize.

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