Marketing-finance interface capabilities affect customer retention guidance and financial performance.

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Abstract
The aim of this study was to verify how the marketing-finance interface affects customer retention guidance and financial performance capabilities in small retail companies in Brazil. The method involves a quantitative approach, with data collection in a survey of 122 retail companies' managers in Brazil. The article uses Partial least squares structural equation modeling used to analyze the data and test the hypotheses. This investigation outcome indicates that marketing-finance interface capabilities influence customer retention, as well as organizational performance. This study combined marketing-finance interface capabilities and customer retention guidance framework into a unified conceptual framework and examined the impact of financial performance on retail companies. The model developed helps to broaden the understanding of the subject, especially in less developed countries, providing information that can help retail companies' owners and managers to review their performance, and the contributions of the Marketing-financial interface capabilities for business and managerial success. The originality of this work is that it empirically tests the capabilities principles of the Marketing-finance interface and their relationships with customer retention guidelines and financial performance within the framework of retail companies. Although the capabilities of the Marketing-Finance interface have been explored in different connections, there is a lack of studies that address Marketing-Finance interface in retail companies.
Keywords: Marketing-Finance Interface; Firm Performance; Retail Companies; Resource-based view (RBV); Costumer Retention; Capabilities.

1 Introduction

The growing level of competitiveness in the market, makes customer retention one of the core objectives of relationship marketing, and the great challenge is then to acknowledge customers, showing them how much the company values them for having given the company their preference. Customer retention, which is associated with the maintenance of customer preference for a specific supplier, ultimately results in the intent of an effective business repetition with that supplier over time. As companies invest resources to attract customers (acquisition costs) and then groom them (maintenance costs), customer retention can reduce marketing costs associated with customer prospecting, communication costs associated with customers attractionas well as the costs incurred to familiarize new customers with the company's practices [1].Marketing-finance interface is influenced by customer retention [2] and occurs in retail companies as well [3, 4] and is effective in generating financial gains [5]. The company, by making investments in marketing, can deliver better marketing actions that will bring higher financial returns. In addition, innovation in retail services, brought about by marketing efforts, impacts shareholder value, and this impact depends on the stage of the consumer's purchase attitude focused on innovation and on the hedonic or utilitarian nature of the products or services offered by the retailer [4].

Point out important existing and future topics in the marketing-finance interface: mechanisms of business value effects, moderation, and mediation. In this connection, in approaching this gap, this paper is original in adapting and adjusting the subject to the Brazilian retail context, building the hypotheses, and suggesting a framework for the review of this research [2]. State that this type of primary research can broaden the understanding of the marketing-finance ability to influence companies' performance. The originality of this article is that it fills a research gap on the adoption of marketing-finance interface capabilities actions, and it shows the effect on companies' performance in a developing country [6]. In addition, the research offers a theoretical model with new latent variables for a current and relevant topic. This investigation contributes to contemporary debates about resource-based view (RBV) theory. RBV research in marketing has contributed significantly to our understanding of the performance-enhancing role of marketing capabilities. Thus, the research question is: "How do the features of the marketing-finance interface affect customer retention guidance and financial performance in small retail companies in Brazil?". The aim of this study was to verify how the capabilities of the marketing-finance interface affect customer retention guidance and financial performance in small retail companies in Brazil.

Our work's contributions to the theory and knowledge of the subject and empirically test the capabilities of the Marketing-Finance interface and their relationships with customer retention guidance and financial performance in the context of retail companies. Although the capabilities of the Marketing-Finance interface have been explored in multiple contexts, there is a lack of studies that address the Marketing-Finance interface in retail companies.

The economic and social implications of this study are: the marketing-finance interface can become a tool for decision makers, as it directly affects both customer retention and organizational performance. Market-based assets, which include customers as an asset, improve companies' cash flow and, consequently, raise the importance of marketing discipline and practice.

The practical implications of this study can be considered by owners and managers of retail SMEs. This study may provide them with insight into the role of Marketing-Finance interface capabilities on firm performance in SMEs. Customer retention initiatives for small retailers, leveraged by the marketing-finance interface, generate superior performance for the company. These study helps to better understand complex relationships and to develop capabilities.

2 Theory and hypotheses

The marketing-finance interface addressed in the seminal work by [7] indicates that the structure proposed by marketing is concerned with the task of developing and managing market-based assets, or assets that arise from the company's mix with entities existing in the marketing external environment (customer relationship, channel relationship and partner relationship).

In theory, [8] have originated the main discussions about the nature of dynamic capabilities; they consider that this type of capability represents the organization's ability to integrate, build or reconfigure internal and external competencies because of a change in the environment. [9] defines how dynamic capabilities adapt to the company's core business and how this can improve the company's performance. At the same time, dynamic capabilities enable companies to meet current demands and are successful in the long-term while preparing for tomorrow's developments [10, 11].

Considering the principles of the resource-based view and theories of dynamic capability [8], as well as research in marketing and finance, this study defines "marketing-finance interface capability" as the combination of marketing and finance resources of a company mediating the effect of customer retention on the company's performance. Resource based view (RBV) research in marketing has contributed significantly to our understanding of the performance-enhancing role of marketing capabilities [6].

Resource-based theory sees a company as a set of tangible and intangible assets, such as physical, human, and organizational resources, that can be used to implement value creation strategies to improve efficiency and effectiveness [12]. Extending the resource-based theory, scholars claim that capabilities help companies outperform competitors more than what resources can do [13]. A capability is a combination of resources and is embedded in the organization and its processes [8].

Marketing capability as the deployment of marketing resources to achieve the organization's ultimate goals, in line with the literature on organizational capability and the marketing chain approach. Customer retention is an indicator of how well a company serves its customers [13]. Consequently, well-served customers will be willing to buy the company's product again. That's why it becomes relevant to understand the capabilities of customer-oriented organizations and how these capabilities influence financial performance. The features of the marketing-finance interface are the company's ability to generate superior results from coordinated finance and marketing initiatives. Marketing capabilities lead to customer retention which in turn leads to financial performance [14].

Customer retention has become the watchword among professionals and scholars due to its significant impact on improving firm performance [15]. Previous studies have found a significant relationship between improved firm performance and customer retention practices [16, 17]. Customer retention is the strategy used to ensure that the customer remains in an organization [18]. Customer retention through sustainability actions impacts firm performance. Thus, the first hypothesis of this research is explained. More attention should be paid to the growth through customer retention as it is an indicator of the company's ability to maintain an ongoing relationship with customers and a track record of financial returns [19].

Such an understanding agrees with [20] who suggests that it is important for companies to create a focus on customer retention, since companies that deliver superior value to customers on an ongoing basis will be able to keep them in the long term. Customers with high levels of satisfaction and loyalty will be less likely to churn. This yields better business performance and increases shareholder value [20]. Therefore, considering that the literature often points to a positive connection between customer retention and profitability [21], companies should deploy a variety of methods to induce customers repurchase behavior, which could help companies to maximize future profits and goals [22].

H1 Customer retention positively influences firm performance.

One of the metrics for evaluating the marketing-finance interface is customer retention. Marketing-finance interface features positively influence customer retention. Customer retention can be described as repeated sponsorship of a service or product by a customer [23]. It can also be defined as the continuity of a commercial relationship between a customer and a company, which favors a potential superior financial performance [24]. Customer retention includes any type of action taken by the organization to ensure customer loyalty and reduce customer churn. Customers who understand that a particular product/service has a high perceived useful value should be more likely to stay with the company. This is relevant considering that retaining existing customers is more profitable than acquiring new ones [20, 25, 26]. This retention, through relationship management with customers, can become a source of competitive advantage for a company, through customers' knowledge, helping to promote a more profitable and lasting relationship [27].

Capabilities are complex sets of company-level skills and knowledge and the company's adaptation to market changes. Capabilities are one of the pillars of the marketing-finance value chain [2]. The idea behind this retention strategy is that the cost of retaining customers is, on average, significantly less than the cost of gaining new customers. Traditional assumptions at the marketing-finance interface are not necessarily completely changing; there just need emphasis on creating customer value within the company [28].

Marketing and finance capability influence customer retention. Studies show the relationship between customer retention and cash flow [29], balance sheet [30], budget [31].

Customer retention actions amplify the results of marketing and finance actions, because by knowing the profile of the retained customer, the organization can develop a marketing action plan, supported by financial concepts, to maximize the company's results [32].

H2 The Marketing-finance interface capabilities positively influence customer retention.

Recent rapid increase in the use of stock market-related performance measures, driven largely by the top three marketing journals over the past decade [33]. This reflects a renewed emphasis on shareholder value and the emergence of the "marketing-finance interface" research stream [14].

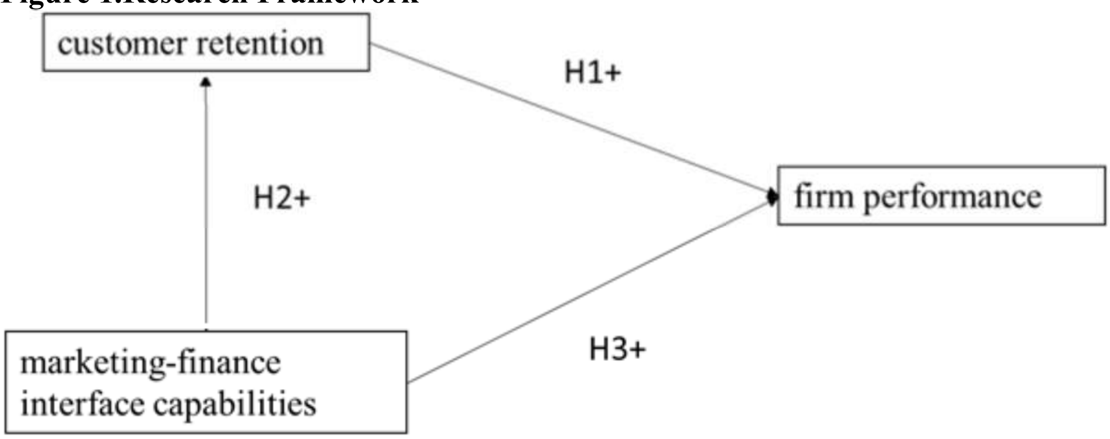
Organizational performance is a recurring subject in Finance and one of the most important concepts in business strategy. A growing number of empirical studies in Marketing associate's firm performance with marketing topics. Measurement is essential to allow researchers, market analysts and managers to evaluate specific organizational actions and understand how companies develop and behave over time [34].

The use of different financial strategies tends to positively impact organizational performance [35]. Finance actions that impact the organization's performance: cash flow [36], balance sheet [37], income statement [38], budget [39] and financial planning [40]. The general marketing capabilities and marketing capabilities of retail companies have a direct impact on firm performance [6].

H3 The Marketing-finance interface capabilities positively influence firm performance.

From this understanding of the relationship between the factors found, it was possible to build the research framework that will be empirically tested in Brazilian retail companies (Fig 1).

Figure 1.Research Framework



The research framework shows the relationship between customer retention, firm performance, and marketing-finance interface capabilities.

Some of the most frequently used research topics in the marketing-finance framework are the financial impact of marketing, the marketing responsibility and the marketing initiatives, decisions, and expenses [2]. Recently, studies have been published on long-term investors' response to marketing actions [41]. The view perceived in empirical research related to the marketing-finance interface is that marketing only affects the operational part of the business [41]. Previous research has indicated a relationship between customer retention and organizational performance [15, 16, 17, 19]. The capabilities of the Marketing-finance interface influence company performance [6, 28, 34]. This statement corroborates the understanding of [42], suggesting that many events, in particular marketing events, only influence the value of the operating business, but not the non-operating assets and debt. Recent studies such as those of [43, 44, 45, 46] have expanded the understanding about the bridge between marketing and finance and the impact of this interface on customer perception, competitiveness, performance, value generation and managerial decision making.

3 Materials and methods

This paper involved empirical research with a quantitative, conclusive, descriptive approach, with data collection using the Google Forms tool and analysis using descriptive statistics and the Partial Least Squares structural equation modeling technique.

3.1 Sample

In our investigation, the unit of analysis is the company. Information was collected from 122 small retail companies in Brazil. The marketing and financial data variables were collected online between 2020 and 2021, using the Google Forms tool with social media dissemination and forwarding by e-mail, and offline, applied in person in Brazilian retail companies. This review took place during the COVID19 pandemic.

The present study gathers 122 complete observations in retail companies based on 22 questions. The questionnaire respondents are managers of these companies.

Table 1 presents the variables, their operation, data codes when applicable and the data sources. This study makes use of primary data.

Table 1 – Questionnaire assertions

Assertion	Factor	References
M&F1 - Company management uses cash flow data for marketing decisions	Factor 1 - marketing-finance interface capabilities	Ruyter and Wetzels, 2000; Zinkhan and Verbrugge, 2000, Jang, et al., 2013, Hanssens, 2019; Porto and Foxall, 2019; Heldt, et al., 2020; Morvan and Le Gall-Ely, 2021; Edeling, Srinivasan and Hanssens, 2021
M&F2 - Company management uses data from the balance sheet for marketing decisions		
M&F3 - Company management uses data from the income statement for marketing decisions		
M&F4 - Company management uses data from its budget for marketing decisions		
M&F5 - Company management uses data from its financial planning for marketing decisions		
M&F6 - Company has credit policy for installment sales		
M&F7 - The company knows the product and selling price based on costs		
M&F8 - Company calculates the cost of products		
M&F9 - Company calculates the impact of marketing decisions on the company's working capital needs		
M&F10 - Company calculates the impact of marketing decisions on the possibility of borrowing		
M&F11 - Company calculates the impact of marketing decisions on company profit		
MKT1 - The company works in customer retention	Factor 2 - customer retention	Alshurideh, Masa'deh and Alkurdi, 2012; Gialdi et al., 2012; Sabbeh, 2018; Cambra-
MKT2 - The company works to identify profitable customers		
MKT3 - The company operates in the acquisition and retention of profitable customers		

MKT4 - The company identifies the average value of consumer transactions		Fierro et al., 2021; Amani, 2022
FP1 - Compared to our competitors' average, we grow faster.	Factor 3 - firm performance	Kumar and Petersen, 2005; Angulo-Ruiz et al., 2018; Heldt, et al., 2020
FP2 - In general, our company performs better today than it did 12 months ago.		
FP3 - In general, our company performs better today than it did 5 years ago.		
FP4 - Over the past 12 months, our company has achieved its performance goals		
FP5 - Over the past 5 years, our company has achieved its performance goals.		
FP6 - Compared to the average of our competitors, we are more profitable		
FP7 - Compared to our competitors' average, we have better market share.		

A new scale was developed from specialized literature. To validate the scale, convergent validity was used (AVE values of Latent Variables (LV), reliability (Cronbach's alpha; Composite Reliability; AVE), discriminant validity [47]; Heterotrace-Monotrace Ratio (HTMT) and collinearity (Variation Inflation Factor (VIF)) [48].

3.2 Questionnaire

Data was collected through a survey questionnaire. The initial questionnaire was pre-tested. At first, a group of experts (comprised of researchers and marketing professionals from Brazil) reviewed the initial questionnaire and provided feedback on the instrument ease of understanding, consistency, and adequacy of the sequence of items, which led to some specific changes, such as the reduction in the number of questions (from 24 to 22). The group of specialists was formed by a marketing professor, a finance professor and five retail companies' managers.

The research protocol consisted of a form used for sociodemographic characterization; Interval scale; Marketing-Financial Interface Questionnaire; Customer Retention Questionnaire; Company Performance Questionnaire. After updating the instrument to reduce the possibility of non-random errors, the preliminary questionnaire model was applied to a test group composed of twenty respondents (with a profile like that of the present study, but not included in the sample), to review and improve the instrument's content about validity and integrity. Based on the respondents' comments, minor adjustments were made to the questionnaire wording to improve understanding.

The questionnaire contains statements about the topics to be studied, and responses are measured on a 5-point Likert-type scale (1 = strongly disagree and 5 = strongly agree). The questionnaires were applied online, via Google drive, during the months of June and August 2020. In the data analysis, the completion and validation of the returned questionnaires was initially verified. Out of the total of 133 questionnaires collected, 122 were valid questionnaires and eleven were excluded because they had not been properly filled out. According to [48] the minimum sample size for SEM should be 05 to 10 respondents per each questionnaire statement. In this survey, the questionnaire has twenty-two statements, which defines the minimum sample size between 110 and 220 respondents. This survey had 122 respondents, an acceptable number to calculate SEM (Structural Equation Modeling).

3.3 Variables

The proposed model has three latent variables: customer retention, marketing-finance interface capabilities and firm performance. The observable variables for each latent variable are detailed below.

The latent variable customer retention is formed by the following observed variables: spending on customer retention; identification of profitable customers; acquisition and retention of profitable customers; average number of consumer transactions.

The latent variable Marketing-finance interface capabilities is formed by the following variables observed: cash flow data for marketing decisions; assets balance sheet for marketing decisions; income statement for marketing decisions; budget for marketing decisions; financial planning for marketing decisions; credit policy for installment sales; be knowledgeable of the product and of the cost-based selling price; cost of products; impact of marketing decisions on the company's working capital needs; impact of marketing decisions on borrowing; and impact of marketing decisions in the company's profit.

The latent variable firm performance is formed by the following variables observed: growing faster; performs better in the short term; company has better long-term performance; company achieves short-term performance goals and achieves long-term performance goals; profit; and market share.

3.4 Statistical technique

Structural Equation Modeling (SEM) corresponds to statistical models that seek to explain the relationships between multiple variables. SEM examines the structure of interrelationships expressed in a set of equations. Such equations describe all the relationships between the constructs involved in the analysis. Constructs are latent factors represented by multiple variables. PLS-SEM, also called PLS path modeling, is primarily used to develop theories in exploratory research. It does this by focusing on explaining the variance in the dependent variables when examining the model. In the reflexive constructs, latent variables are manifested or reflected in the items. The set of manifest variables – which are the manifestations of a latent variable – is coded in the same conceptual direction, with the relationship between these variables being positive. To verify the validation of the measurement model when the constructs are reflexive, convergent validation, discriminant validation, reliability and dimensionality ought to be verified [48].

The data collected were entered into Excel spreadsheets and analyzed using descriptive statistics and the technique of modeling partial least squares structural equations, with the support of SmartPLS software, version 3.

4 Results and discussion

In this subsection, the Partial Least Squares analysis will be carried out in two stages: assessment of the measurement model and analysis of the structural model, both subdivided.

4.1 SEM: Model Evaluation

After exporting the primary data collected to the SmartPLS software, version 3, and after performing its settings, a report of the preliminary data obtained was generated. The evaluation of the model was initiated through its convergent validity, reliability, and discriminant validity [48].

Once convergent validity was assured, the next step consisted of evaluating the Discriminant Validity of the model, which indicates whether the constructs or variables are independent of each other [48]. First, the cross-factor loadings were evaluated according to [47], which proved to be adequate, as shown in Table 2.

Table 2 - Cross-factor loadings

Variable	Firm Performance	Marketing & Finance	Customer Retention
FP1	**0.835**	0.528	0.461
FP3	**0.887**	0.516	0.413
FP5	**0.914**	0.532	0.436
FP6	**0.811**	0.515	0.340
FP7	**0.648**	0.261	0.143
M&F1	0.502	**0.796**	0.294
M&F3	0.573	**0.923**	0.469
M&F4	0.424	**0.859**	0.444
M&F5	0.451	**0.905**	0.490
M&F7	0.462	**0.624**	0.214
M&F8	0.478	**0.678**	0.400
M&F11	0.341	**0.742**	0.348
CR1	0.347	0.458	**0.845**
CR2	0.491	0.527	**0.938**
CR3	0.350	0.238	**0.864**

When reviewing the date on Table III, the factor loadings of the Observed Variables (OV) in the original Latent Variables (LV) are higher when compared to the other constructs. Thus, the model has Discriminant Validity (DV), according to Chin criteria. Subsequently, the results of the Heterotrait-Monotrai Ratio (HTMT) criterion are presented in Table 3.

Table 3 – HTMT criterion

	Firm Performance	Customer Retention	Marketing & Finance
Firm Performance			
Customer Retention	0.487		
Marketing &Finance	0.641	0.516	

It is noteworthy that, based on the results of the studies by [49] and in previous investigations, the authors of this paper suggest a threshold value of 0.90, so that the discriminant validity of the latent variables is also attested by the HTMT criterion.

Finally, the internal consistency values were assessed using Cronbach's alpha and composite reliability. Table 4 shows these values, along with the values related to AVE.

Table 4 - Values related to the internal consistency of the model

Dimension	Cronbach's alpha	Composite Reliability	AVE
Firm Performance	**0.881**	**0.913**	**0.679**
Customer Retention	**0.861**	**0.914**	**0.780**
Marketing &Finance	**0.900**	**0.923**	**0.634**

Table 4 shows that the Cronbach's alpha of the constructs is greater than 0.80. The reliability criterion met was also considered, through the composite reliability indices, which were above the minimum limit of 0.7 [48].

Thus, validating the measurement model, based on the criteria described above, the next subsection was dedicated to the assessment of the structural model.

4.2 Structural model assessment

The first evaluation carried out consisted of the collinearity analysis, which is the Variance Inflation Factor (VIF). Table 5 shows these values.

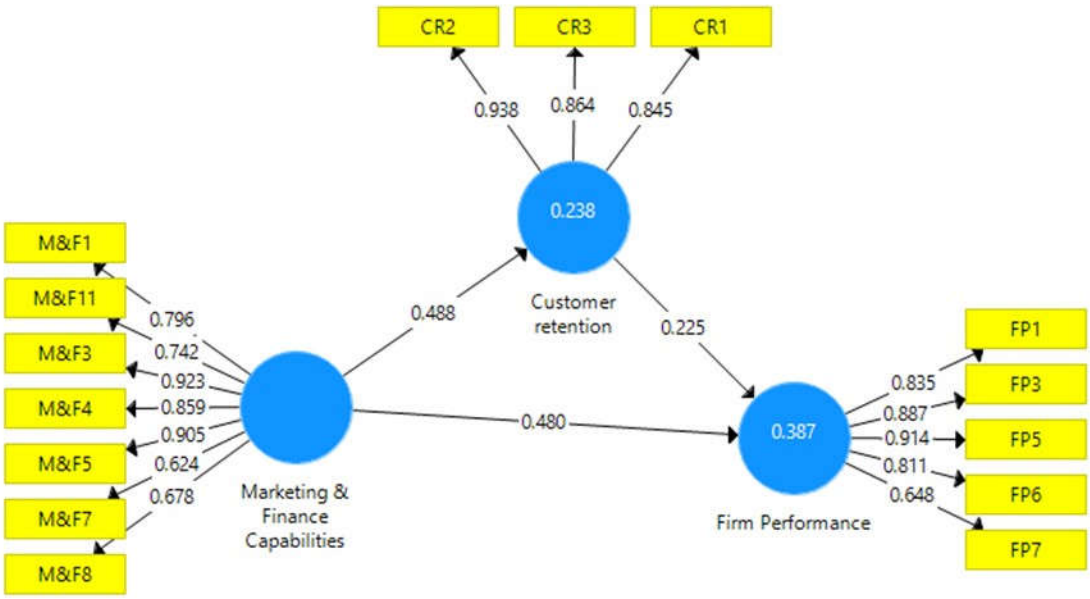
Table 5 - VIF

Variable	VIF	Variable	VIF	Variable	VIF
FP1	2.068	FP3	6.074	FP5	6.819
FP6	2.390	FP7	1.734	M&F1	2.613
M&F11	2.880	M&F3	4.874	M&F4	5.788
M&F5	7.302	M&F7	3.592	M&F8	4.005
MKT1	1.778	MKT2	3.181	MKT3	2.703

As all values are below ten and only four variables are above five, we chose to maintain all the variables. Subsequently, the Pearson determination coefficients (R^2) were evaluated.

Fig 2 shows the structure of the measurement model, with R^2 values and path coefficients.

Figure 2 – Proposed model, R^2 path coefficients.



The R^2 of the endogenous latent variable is 0.238 for Customer Retention and 0.387 for Firm performance. We can see that the endogenous latent variable presents R^2 above the percentage suggested as large/high, according to the classifications[48]; they all have a strong effect on the model.

The bootstrapping technique was used to test the significance of the relationships indicated. Thus, a resampling and bootstrap analysis were performed with 5,000 bootstrap samples per group. As shown in Table 2, results are above the reference value (1.96), except for Hypothesis 1.

Customer retention was positively related to the Marketing-finance interface capabilities ($\Gamma = 5,344$; $p < 0.001$), corroborating Hypothesis 2. It was observed that the relationship between the Marketing-finance interface capabilities and the company's performance was positive and highly significant ($\Gamma = 4.268$; $p < 0.001$), corroborating Hypothesis 3. Therefore, Table 6 summarizes the results of the hypothesis tests performed. H2 and H3 were supported with $p < 0.001$.

Table 6 - Hypothesis testing

Hypothesis	Path	T Statistics	P Values	Results
H1	Customer Retention → Firm Performance	1.723	0.085	Not Supported
H2	Marketing-Finance Interface Capabilities → Customer Retention	5.597	0.000	Supported
H3	Marketing-Finance Interface Capabilities → Firm Performance	4.149	0.000	Supported

The hypotheses H2 (Capabilities of the Marketing-Financial Interface → Customer Retention) and H3 (Capacity of the Marketing-Financial Interface → Firm performance) were supported. H1 (Customer Retention → Firm Performance) was not supported.

We performed the CTA-PLS aligned with the theoretical foundation to validate the correct choice of a formative versus reflective measurement model. Heterogeneity tests, FIMIX, can better explain behaviors of unobserved subgroups, as well as robustness checks. We run the FIMIX-PLS, the smaller the number of groups, the smaller the NE (Normalized Entropy statistics), therefore, there are no respondent subgroups (unobserved).

4.3 Contribution to the economy and society

Economic, and social implications: the marketing-finance interface can become a tool for decision makers, because it directly affects both customer retention and organizational performance. Market-based assets, which include customers as an asset, improve the cash flow of companies and, consequently, raise the importance of marketing discipline and practice. The use of marketing and finance knowledge is independent of the decision maker characteristics [50]. Marketing-finance interface capabilities become a tool for decision-makers because with this knowledge available, the CEO is less likely to make myopic marketing decision: (1) stock-based compensation tends to mitigate myopic marketing tendencies of promotion-focused CEOs, but has no impact on prevention-focused CEOs, (2) whether stock analysts improve monitoring or exacerbate short-term earnings pressure depends on the CEO's regulatory focus and (3) environmental turmoil does not increase predominantly promotion-focused CEOs myopic marketing management tendencies, but intensifies prevention-focused CEOs reluctance to take short-term initiatives [51].

4.4 Contributions to theory and knowledge

First, we have associated the marketing-finance interface with the marketing literature, and then we theorized (and proposed a framework) and empirically tested the mediation effect model of the marketing-finance interface between customer retention and firm performance. Second, this investigation contributed to the resource-based and theory-based view of organizational capability by conceptualizing the capabilities of the Marketing-Finance interface.

By studying the mechanisms that explain the impact of the firms' marketing and finance capabilities on the company's performance, this investigation helps contributing to the contemporary debates on resource-based view (RBV) theory. The RBV research in marketing has contributed significantly to our understanding of the performance-enhancing role of marketing capabilities.

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4.5 Contributions to management and practice

When detecting that the marketing-finance interface affects company performance, company's executives must systematically manage the marketing-finance links, not just whether product market outcomes translate directly into financial results. Our investigation results have several managerial implications.

They help contributing to the managers' decision-making process. Managers need to incorporate into their marketing decision-making process the connections between different marketing constructs – marketing capabilities, customer retention, marketing-finance interface, company performance. Managers need to know how to incorporate the network dynamics and processes of the marketing-finance interface to impact their managerial practice.

Therefore, focusing marketing activities solely on customer retention can negatively affect company performance, which is the basis for future sustainability. The contribution of this work to management practice is to warn retail companies' managers that customer retention plays a preponderant role in the company's performance. Customer retention initiatives such as: getting to know customers and using this information; being close to the customers and understanding what their needs are; offer solutions to customer problems; trained sales team; and investment in technology are all customer retention actions for the small retailer, leveraged by the marketing finance relationship and thus generating superior company's performance. Finally, comparing the effect of marketing capabilities on retail companies is another contribution. Over the past 40 years, much attention has been paid to the general concept and practice of marketing strategy. Unfortunately, as [6] recognize, few researchers have focused on understanding the unique challenges that marketers face in developing and implementing strategies in dynamic retail markets.

4.6 Technological and informational contributions

This paper can yield information for both developing and developed economies as well as interpretation of results considering previous empirical studies at three levels regarding the international context in general (mainstream).

International context in general: H1 - Results of our investigation oppose previous studies that indicated a relationship between customer retention and organizational performance such as those of [16] in the United Kingdom and [17] in the United States; H2 - corroborating the findings of [32] in Spain; H3 - corroborating the findings of [28] in the USA; [41] in the USA; [6] in Spain and [42] in Germany.

International context in developed economies: H1 - Results of our investigation contrast with previous research that indicated a relationship between customer retention and organizational performance [19] in Brazil. International context in emerging economies: H1 - The results of our investigation contrast with previous research that indicated a relationship between customer retention and organizational performance [15] in Malaysia; H2 - corroborate the findings of [23] in Jordan, [25] in KSA and Egypt, [26] in Tanzania.

5 CONCLUSION

The aim of this study was to verify how the capabilities of the marketing-finance interface affect customer retention guidance and financial performance in small retail companies in Brazil.

It was found that in retail companies in Brazil, marketing knowledge and business strategy positively influence marketing actions based on financial knowledge, just like the latter influences company's performance. A more detailed study with the inclusion of information from other databases should be considered in further investigation. The outcome reveals that some theoretical gaps remain in these studies. The analysis shows that a deeper theoretical approach is needed to better understand the interrelationships involving the three related factors. The results demonstrate the development of new research.

SEM approaches allow more flexibility in developing complex and realistic structural and measurement models. It is now possible to develop a new theory and assess how accurately a theoretical model reflects reality. Thispaper provides a clearer understanding for scholars and professionals about the new and effective way to promote firm performance. Therefore, the proposed marketing-finance interface model investigated in this study can become a useful retail managers' toolthatshould help their companies to identify more dynamic ways to help promote firm performance.

5.1 Limitations

This study has several limitations that provide valuable opportunities for further research. First, the companies in the sample are all large companies; therefore,a survey should address small and medium-sized companies. The Brazilian sample is not sufficient to understand the Marketing-finance interface capabilities. The characteristics of Brazilian companies are different from companies in other developed countries, despite the relationship of this paper with previous studies carried out in global, developed, and emerging economies as corroborated by [3, 4, 41, 42]. We don't measure perceived customer retention performance, but the company's guidance towards customer retention, and perhaps this difference weakens the effect of customer retention data. Our study did not find strong effects between customer retention and financial performance and investigators should be cautious in this regard in the future.

Managers should acknowledge the impact of the financial marketing interface on the company's performance so that they can take managerial initiatives capable of improving the organization's results. For future studies, it is suggested to review qualitatively the marketing and finance interface and the company's performance, showing which aspects they consider bearing the greatest impact on business results. This paperresearch retail companies in Brazil.

5.2 Future research

Future studies may explain whether our findings are the same in global, developed and emerging economies. We suggest, in future studies, to review the changes in companies' attitudes that occurred during the COVID-19 pandemic, in relation to the marketing-finance interface. This is also a topic that can be investigated, as well as to reflect on the reduction of face-to-face sales in favor of online events during the same period.

The main takeaway from this study is that features of the marketing-finance interface affect customer retention guidance and financial performance. In doing so, we contribute with a differentiated understanding of the perspective of organizational capabilities and, specifically, the role of marketing capabilities. Companies should also develop marketing and finance interface capabilities to positively influence their financial performance.

Finally, we hope that the findings described in this paper will generate a much-needed discussion among finance and marketing scholars, professionals, and executives and foster further investigations into the ever-growing role of marketing in finance.

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