

Master Strategy: "Enhancing the Engagement of FiveSoft Ltda. through a Marketing Plan."

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ABSTRACT: During the period 2022-2023, in Bogotá, D.C., FiveSoft Ltda., a Colombian company in the tertiary sector focused on software development, faced challenges such as poor resource management and increasing operational costs. In light of this, an opportunity was identified to create a concrete marketing plan. The primary purpose is to advise FiveSoft Ltda. in implementing this plan, utilizing prior analyses to strengthen its position in the market. The study was based on an analysis of the current organizational situation, encompassing marketing aspects and financial data. This led to the definition of specific goals and will enable the evaluation of its achievements. The results include the SWOT matrix, the Ansoff approach, and a set of nine strategies with specific tasks, supported by a detailed action plan approved by the company. Despite challenges in data acquisition and the application of concepts in a specific context, this project highlights an example of how a robust marketing strategy can transform a company in the software development industry, enhancing its competitiveness and its ability to face market challenges in an ever-evolving business world.

KEYWORDS - Business, marketing strategy, market, software, operational costs

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I. INTRODUCTION

In the contemporary business environment, marketing encompasses a set of techniques that enable organizations to generate, conceive, produce, distribute, promote, and market various types of products and services with the purpose of satisfying the needs and desires of their target audience. In this context, software companies are constantly in search of strategies that allow them to stand out and thrive. In this dynamic and challenging environment, the formulation and execution of a solid and effective marketing plan emerge as a critical factor in achieving success and expansion, regardless of the organization's size.

This article focuses its attention on a company dedicated to the tertiary sector, which encompasses activities that generate intangible benefits, have a short lifespan, and are not subject to ownership. This approach delves into Colombian SMEs specializing in providing innovative and competitive software and IT solutions to users and businesses. Furthermore, it explores the crucial strategies that can guide a company from the obscurity of anonymity to a market positioning.

This work focuses on audience identification and the development of value propositions, leveraging digital channels and promotion tactics. In this regard, it is imperative for organizations of all denominations to pursue objectives to enhance their administrative management, making it essential for both small, medium, and large enterprises to implement and execute innovative strategies that enable them to increase their profits and differentiate their range of services.

This research aims to thoroughly examine the software services and information technology solutions industry, utilizing both theoretical and practical foundations. It will assess its current status and, concurrently, propose specific strategies to pave the way towards achieving its stated objectives.

1.1 Literature Review or Research Background

A review of similar projects was conducted with the purpose of analyzing their processes and identifying crucial aspects that may be beneficial for this specific project. In total, nine works were analyzed, with three having a local scope (Bogotá, D.C.), three national (Pereira - Cali, Colombia), and three international (Spain, El Salvador, and Ecuador)

Firstly, a comprehensive review of related projects was conducted to identify the necessary information and recognize the crucial aspects to consider in the development of this study. Among these projects, the article titled 'Strategic Marketing Plan for Temporary Service Companies - Technology Sector (Area: Software Quality)' from the National Open and Distance University stands out. This article focuses on identifying determining factors that impact the sector. Its emphasis lies in creating marketing strategies to define the target market and meet the

service expectations desired by companies. This present study is specifically aimed at analyzing Temporary Service Companies with an emphasis on Software Quality. It begins by addressing growth prospects and anticipated opportunities in this sector. The research presented in the preceding paragraph brings clarity to essential ideas and concepts, establishing a solid foundation to guide the project toward its specific objectives in the development of the marketing plan for FiveSoft Ltda. In addition to providing an enriching understanding of the sector in question, this study offers relevant statistical data and contributes to an evaluation of the current situation of the services provided by such organizations. [1].

The "Strategic Marketing Plan of Designer Software Ltda." project was also subject to review. The work from the Externado University of Colombia outlines a strategic marketing plan developed for Designer Software Ltda., classified as an SME, offering software services focused on payroll and human resources for small and medium-sized enterprises. The report covers a situation analysis, a comprehensive company assessment, evaluation matrices, strategic maps, and the marketing mix of the 4Ps. This document is enlightening for the current project as it provides insight into the development of a strategic marketing plan. It not only presents the steps to be followed but also suggests possible implementation approaches. Given that the focus of this Colombian software organization, FiveSoft Ltda., is similar, this offers valuable context. Being an SME and operating in the Colombian sector, Designer Software Ltda. shares certain characteristics and a market niche, with a focus on providing software services to various entities [2].

In the final phase of the review of local documents, the analysis of the following work was undertaken: "Digital Marketing Plan for Q-Vision Technologies S.A.," prepared as a thesis at Santo Tomás University. This work focuses on the development of a specific digital marketing plan for Q-Vision Technologies S.A., aimed at creating digital strategies to enhance the company's positioning and attract potential clients. The document provides a comprehensive analysis of organizational aspects, a CSR Matrix, a SWOT Matrix, a detailed strategic communication plan, and the conclusions drawn during the execution of this project. The relevance of this project lies in its ability to suggest future ideas in the formulation of marketing plans, leveraging both traditional and digital media to strengthen the position of FiveSoft Ltda. in the market. In this context, guidelines are offered on how to conduct a business diagnosis, develop a CSR Matrix and a SWOT Matrix, which are fundamental elements for constructing a robust and functional document that can effectively contribute [3].

The second phase of the literature review involves examining related projects at the national level. It begins with the analysis of "Formulation of a strategic marketing plan for the company 'Freskaromas,'" a degree project developed at the Technological University of Pereira. This research presents marketing strategies for the study of FreskAromas. Through an internal and external diagnosis of the company, opportunities, strengths, threats, and weaknesses are identified, contributing to the development of the plan in accordance with the objectives outlined in the report. This thesis can provide enlightening insights into the current project, demonstrating the execution of a marketing plan, with a particular emphasis on the digital realm. Furthermore, it delves into aspects such as viable tools for implementing the work and the necessary metrics for the successful completion of the research. [4].

Afterward, an article titled 'Strategic Plan for a Software Development and Marketing Company in Pereira' was located. This document presents a strategic plan developed for an organization dedicated to software development and marketing in Pereira. The authors outline a comprehensive approach that includes SWOT analysis, a communications plan, and a quality plan. The added value of this study to the current project lies in its ability to provide strategies for formulating a strategic plan, strengthening information technologies, customer-oriented guidelines for FiveSoft Ltda., in addition to a SWOT analysis, a typology of SMEs, and an evaluation of the company's deficiencies in terms of planning. [5].

The most recent analysis corresponds to the document titled "Marketing Plan for the software development company Synergy from Tuluá," prepared at the Universidad Autónoma de Occidente. In this work, a marketing plan is designed for the software development company Synergy from Tuluá, with the aim of expanding its presence in the market and increasing the sales of its services. Álvaro Roncancio conducts a thorough analysis of both the internal and external environment, identifying critical success factors and challenges. Furthermore, he carries out a marketing mix analysis, incorporating both the traditional 4P's and the contemporary 4C's. The significant contribution of this work to the current project focuses on the detailed analysis of the 4P's, which includes a comprehensive product description, along with a meticulous analysis of aspects related to place, promotion, and price. From the perspective of FiveSoft Ltda., the task will involve examining these 4P's and, additionally, considering six additional variables (6P's) to complement the study. In this way, lessons learned will be leveraged, adapted to the reality and objectives, contributing to optimizing their marketing strategy and market positioning [6].

The third and final section of the literature review focuses on international research related to the topic. An example is the thesis titled "Marketing Plan for a Digital Application," carried out at the Polytechnic University of Valencia. It addresses the development of a marketing plan following thorough market research, with the aim of defining objectives, strategies, and specific planning. The focus is on a video game, prioritizing user

satisfaction. This study provides the project with a guide for conducting the external analysis of the organization using the PESTEL approach, and it also employs Porter's analysis and the SWOT matrix. Furthermore, it is valuable to explore and analyze possible similar business models and their relationship with consumers [7].

The thesis titled "Marketing Plan for the Commercialization of Software in Medical Clinics in the Metropolitan Area of San Salvador. Case Study: DIGLOSA Company," developed at the Dr. José Matías Delgado University in El Salvador, focuses on the conception of a marketing plan specifically aimed at the commercialization of software for medical clinics. This plan is grounded in the analysis of the 4Ps of marketing (product, price, place, and promotion). It has the potential to contribute various valuable aspects to the project's development. These aspects are outlined in the design of the marketing plan, which is structured into stages, with particular emphasis on the sixth phase, referred to as the "Action Plan." Furthermore, the research encompasses both the implementation of the plan and the achievement of objectives related to the marketing mix. The specific focus of this work revolves around optimizing the marketing of specialized software in the clinical field. By addressing key factors such as market analysis and strategic price determination, the study aims to provide a detailed and applicable framework for the execution of effective planning strategies in the healthcare sector. It presents a comprehensive and methodical approach to the development and execution of an appropriate marketing plan, offering a valuable resource for those involved in the field of software marketing for medical clinics in the Metropolitan Area of San Salvador. [8].

Finally, the title 'Strategic Brand Positioning and Image Plan for Interbyte S.A.' emerges, a thesis developed at the Salesian Polytechnic University of Ecuador – Guayaquil. This thesis presents the process of designing and implementing a marketing plan, whose positive outcomes were rooted in a distinctive factor that only manifested itself in this study: 'motivated employees are more productive.' This research contributes to knowledge in financial analysis and broadens the perspective of marketing variables, considering eight 'P's' in comparison to previously cited works. Ultimately, it provides a series of strategies outlined in this report. [9].

II. METHODOLOGY

This research outlines the methodology applied in the undergraduate project titled 'Development of a Marketing Plan for the Positioning of FiveSoft Ltd.', whose purpose is to increase the company's market share. The study aims to integrate a strategic marketing approach that enhances visibility and relevance in a highly competitive business environment.

The research approach adopted is of an applied nature, aimed at solving a specific problem within the real context of the organization. The methodology is based on a combination of documentary research, market analysis, and qualitative and quantitative approaches. A comprehensive analysis of both the internal and external environment of FiveSoft Ltd. was conducted through a review of internal documents, financial reports, and competitive analysis. This stage provided a profound understanding of the strengths, weaknesses, opportunities, and threats facing the company.

A survey was designed targeting collaborators, managers, and employees of FiveSoft Ltda. to assess brand perception, buyer needs, and consumer preferences. The statistical analysis of the collected data allowed for the identification of patterns and trends. A personalized marketing strategy was developed, emphasizing product differentiation, enhancing the customer experience, and effective communication. This strategy was formulated based on the results of the situational analysis and market research, aligning it with the organization's growth objectives.

The tactics outlined in the strategy were implemented, which encompassed advertising campaigns, a presence on social media, and enhancements to customer service. Key performance indicators (KPIs) were established to measure the progress and impact of the implemented actions.

The choice of this methodology is justified by its holistic approach, encompassing everything from initial diagnosis to the ongoing implementation and evaluation of marketing strategies. The combination of quantitative and qualitative methods allowed for a profound understanding of customer needs and internal factors affecting brand positioning. Furthermore, it considers both operational and emotional aspects, promoting a comprehensive approach to achieving sustainable market share growth.

The methodology adopted in this study provides a solid and rigorous framework for the development of an effective Marketing Plan. Through a comprehensive situational analysis and a data-driven strategy, we have successfully equipped FiveSoft Ltda. with the necessary tools to enhance its market position and foster continuous growth.

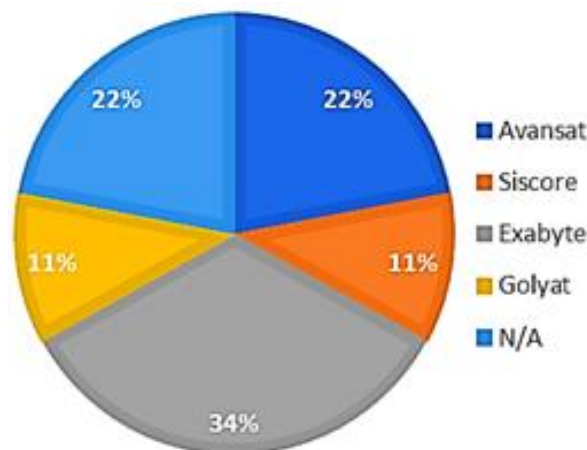
This methodological approach not only contributes to the success of FiveSoft Ltda. but can also serve as a guide for other companies looking to optimize their marketing strategies in an ever-evolving business environment.

III. RESULTS

FiveSoft Ltda., a Colombian company classified as an SME [10], focuses on the conceptualization, implementation, and execution of highly specialized technological solutions. These solutions are designed to optimize management and operational efficiency in various organizational contexts. Their scope of action is firmly rooted in the tertiary sector, an environment characterized by offering products and services that, despite their nature being both tangible and intangible, play an essential role in achieving specific outcomes. These are carefully aligned with the goals defined by public policy, aiming for a positive and sustainable impact for the community.

An exhaustive characterization of the previously mentioned entity was carried out as a central component of this study. This process encompassed the execution of a detailed diagnosis, a meticulous description, and precise contextualization. Within this framework, a survey was conducted among the organization's collaborators with the purpose of delving deeply into their level of knowledge regarding fundamental elements. These elements included crucial areas such as market competitiveness, organizational environment, internal challenges, corporate culture, operational procedures, hierarchical structure, internal communication dynamics, corporate channels, marketing strategies, and initiatives related to corporate social responsibility. Based on the responses obtained, graph 1 was developed, providing a clear and evident visual representation of the level of understanding exhibited by collaborators regarding competitiveness and positioning within the industry. This graph serves as demonstrative evidence of the internal perception regarding the entity's competitive position within the business landscape. The development of this characterization and its detailed analysis lay the foundation for a deeper understanding of the company and its environment. Through this process, the aim is to emphasize key aspects that can influence strategic decision-making, as well as to identify areas for improvement and opportunities for growth and strengthening in a competitive and dynamic environment.

Graph 1. FiveSoft Ltda. Competitors



Source: The authors, 2022

There is a notable lack of knowledge in this specific topic, which prompted an investigation aimed at identifying and defining some of the most prominent competitors in this field. The primary purpose of this endeavor was to enhance understanding in this particular aspect. As a result, six organizations operating in the same economic activity were identified.

We proceeded to create a problem tree diagram [11] with the purpose of visually illustrating the primary weaknesses identified. Below, we present the main negative aspects that have been identified in the organization:

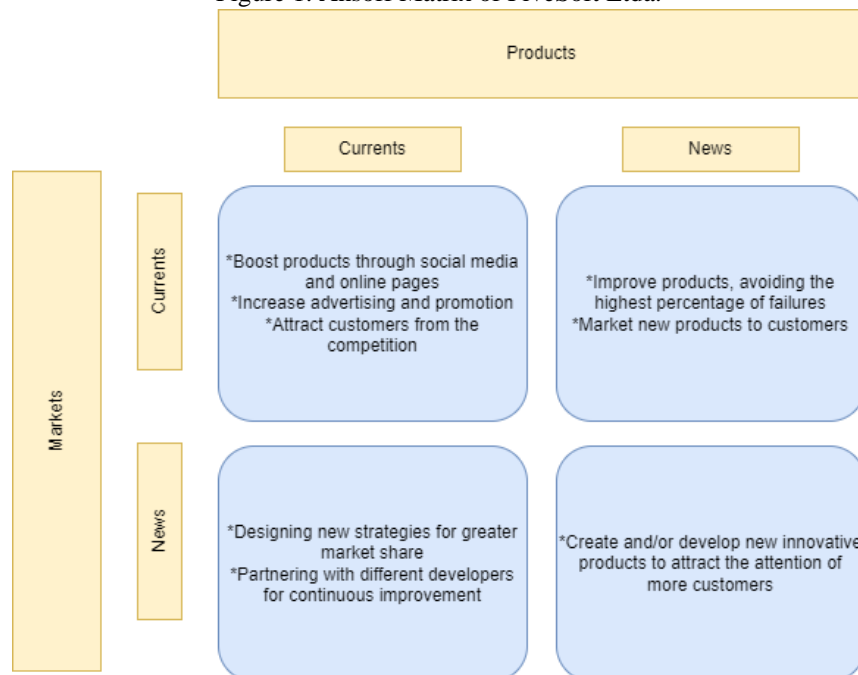
- **Lack of a Strategic Plan:** The absence of a strategic plan that articulates and guides the organization's actions in line with its long-term objectives is evident
- **Lack of Values and Principles:** The company's website does not display clearly defined values and principles that support its organizational culture and actions
- **Low Market Participation:** Limited participation in the market impacts the company's visibility and restricts its reach to potential customers
- **Unfamiliarity with Competitors:** The lack of knowledge about the primary competitors hinders a comprehensive understanding of the competitive environment and the identification of opportunities and threats
- **Scarcity of Advertising:** The absence of advertising strategies can diminish the company's visibility and recognition in the market
- **Lack of Brand Image Promotion:** Not promoting the brand image, professional reputation, and personal brand can influence stakeholders' perception of the organization and hinder the construction of a strong and distinctive identity

- **Inadequate Market Segmentation:** The absence of a clear market segmentation approach can lead to a less focused and less effective strategy
- **Absence of Internal Diagnosis:** The lack of an internal diagnosis prevents a systematic and objective evaluation of operations and areas for improvement
- **Lack of Market Research:** The absence of market studies can impede informed decision-making and understanding of the needs of the target audience
- **Lack of Concrete and Specific Objectives:** The absence of specific and measurable objectives concerning new launches or projects can limit the organization's direction and focus
- **Insufficient Strategies for Marketing Variables:** Neglecting the multiple marketing variables (the "P's") can reduce the effectiveness of marketing strategies
- **Absence of an Action Plan:** The lack of a formalized action plan can hinder the successful implementation of strategies and the achievement of defined goals

This detailed analysis of the negative aspects provides a critical insight into the challenges the organization is facing. These findings aim to provide a framework for the development of corrective and improvement strategies, enabling sustainable progress and enhanced competitiveness in the market.

The implementation of the Ansoff Matrix [12] emerges as an essential strategic tool in the pursuit of growth opportunities targeted towards the specific products and markets of the company. In the context of this analysis, this methodology was applied to the case study of FiveSoft Ltda., the results of which are represented in figure 1. Through this approach, the identification and classification of services were achieved, distinguishing between current and new ones. Likewise, a comprehensive analysis of sector penetration approaches, product development, niche development, and diversification was carried out. The application of the Ansoff Matrix aligns with the purpose of providing a strategic roadmap aimed at sustainable growth and the exploration of new horizons. This tool, well-recognized in the field of business management, allows for a structured and systematic understanding of the options available for expansion and development.

Figure 1. Ansoff Matrix of FiveSoft Ltda.



Source: The authors, 2022

The results obtained through this analysis provide a clear and data-driven insight into viable strategic directions for the company. By carefully classifying and evaluating existing and potential products and markets, an informed platform is established for strategic decision-making.

With the purpose of conducting a comprehensive analysis of FiveSoft Ltda. from both an internal and external perspective, we proceeded to employ a SWOT matrix [13], which encompasses the dimensions of strengths, weaknesses, opportunities, and threats of the organization, establishing itself as a fundamental resource in the strategic evaluation. Through this methodology, various facets were explored:

- **Customer and Market:** The interaction of the company with its user base was investigated, assessing how internal strengths and weaknesses influence market perception and customer satisfaction

- **Financial Dimension:** An analysis of the organization's financial health was conducted, considering its ability to sustain long-term operations, investments, and growth
- **Internal Processes:** Operational processes and internal practices were evaluated, identifying opportunities for improvement in efficiency, quality, and alignment with strategic objectives
- **Information and Information Technology and Communications:** The management of information and technological infrastructure were examined, considering how these areas impact decision-making and adaptation to changing environments
- **Human Talent and Organizational Culture:** The capabilities and dynamics of the human team were analyzed, as well as the values and organizational culture that underpin the company's operations

The SWOT Matrix corresponding to the first perspective (customer and market) is presented in the attached table 1. This strategic tool is essential for assessing the organization's interactions with its customer base and its market positioning.

Table 1. Customer and Market Perspective of FiveSoft Ltda.

CUSTOMER AND MARKET PERSPECTIVE			
STRENGTHS	RAT.	WEAKNESSES	RAT.
1. Variety of products and/or services with high quality potential and guarantee	40%	1. It is not a recognized company among the population, which leads to low market share	30%
2. Specialized and customized results for the specific needs of each of the customers	30%	2. Not having much market share, customers prefer to bet on larger companies and with greater recognition by taking away the opportunity of the company	50%
3. Product traceability and process sampling to provide customer safety	30%	3. Having variety of services, customers may think that they do not specialize in any of them and would handle a very general service	20%
OPPORTUNITIES	RAT.	THREATS	RAT.
1. Today the market becomes more technological and immersive	50%	1. High costs in marketing strategies	50%
2. Customers are looking for more digital media	30%	2. Possible loss of data and documents due to server crashes	30%
3. All kinds of documents and data are stored in cloud databases	20%	3. Digital inexperience	20%

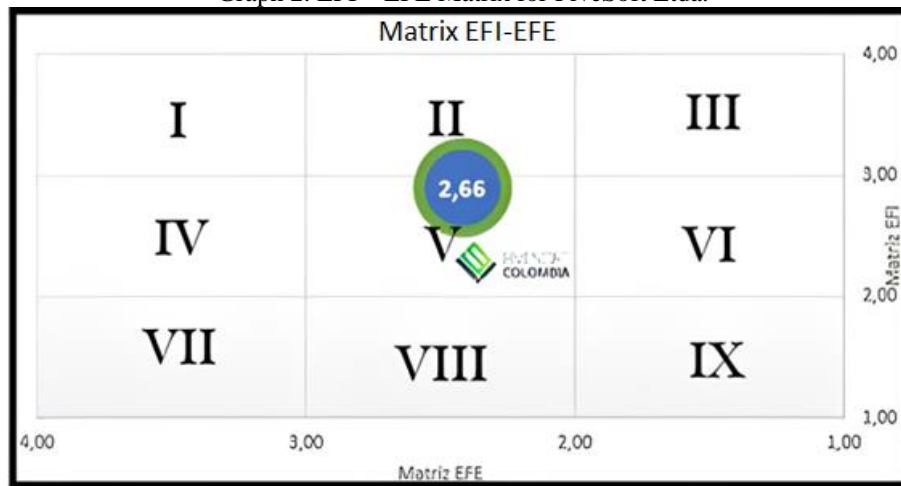
Source: The authors, 2022

The inclusion of this matrix in the analysis reflects a structured and systematic approach to assessing the strengths, weaknesses, opportunities, and threats linked to the company's relationship with its users and competitive environment. By visually and systematically presenting this matrix, the aim is to provide a clear and accessible understanding of the factors that directly impact customer satisfaction and the company's competitive position. The use of analytical tools such as the SWOT Matrix strengthens informed decision-making and allows for a more precise evaluation of the strategic aspects influencing organizational success.

For a comprehensive analysis of FiveSoft Ltda., two strategic internal audit tools were employed: the EFI Matrix and the EFE Matrix. These tools aim to assess both the internal strengths and weaknesses of the organization, as well as the opportunities and threats impacting its external environment. The implementation of the EFI Matrix allowed for a detailed examination of internal capabilities, helping to identify areas where the company excels and those that require improvement. On the other hand, the EFE Matrix organized relevant information from the external environment, providing a comprehensive view of emerging opportunities and potential threats that could affect it.

The correlation between these two matrices is reflected in figure 2, which depicts the relationship between internal strengths and weaknesses and external opportunities and threats. This visualization provides a crucial strategic perspective by placing the organization in a specific quadrant, guiding decision-making and future planning. Ultimately, the EFI and EFE matrices were developed considering the aspects previously assessed in the SWOT analysis. This comprehensive approach offers a more concise analysis, enabling a precise understanding of FiveSoft Ltda position in quadrant V, with a slight inclination toward quadrant II.

Graph 2. EFI – EFE Matrix for FiveSoft Ltda.



Source: The authors, 2023

Graph 2 illustrates this assessment, revealing a score within the mid-range. The organization demonstrates a more robust performance concerning internal factors (strengths and weaknesses) compared to the management of external factors (opportunities and threats). Consequently, it is inferred that the company's position falls within Quadrant V, emphasizing 'retention and maintenance.' However, there is also a leaning towards Quadrant II, indicating the need for 'growth and development.' In this context, the importance of establishing and maintaining effective mechanisms to address threats and weaknesses while simultaneously continuing to develop and strengthen areas of opportunity and strength is emphasized. [14]

In addition to what has been discussed, a comprehensive analysis of the 10 P's of marketing was conducted, focusing on their specific application within the context of FiveSoft Ltd., as a first step, the Price 'P' was addressed, where essential elements such as the functionality of FivePostal, software quality, and customization capabilities were detailed.

In the analysis of the Price element, the implementation of promotional strategies and discounts was recommended. Furthermore, the adopted pricing policy was closely examined, and the current selling values within the organization were assessed. Simultaneously, concerning the Place element, a comprehensive study of location was conducted, including the positioning of offices and distribution channels used. In this perspective, the geographical coverage that the company encompasses was considered, and two key approaches were proposed: the 'push' and 'pull' strategies. Regarding the Promotion element, the analysis focused on the realm of social media and digital marketing. The fundamental role of these platforms in brand positioning was emphasized, and tactics to optimize their online presence were explored. Additionally, a versatile booth was designed for participation in various events, as illustrated in figure 2.

Figure 2. Exhibit Stand FiveSoft Ltda.

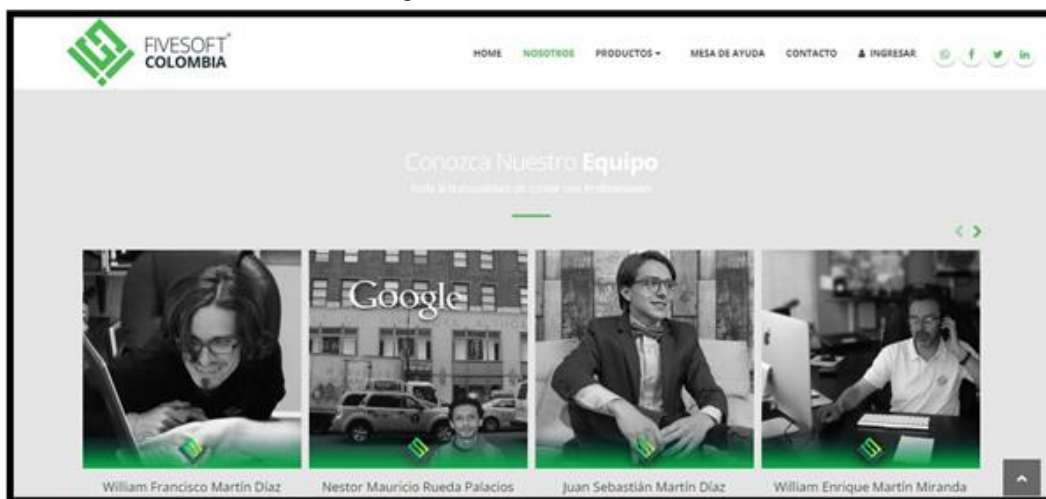


Source: The authors, 2023

On the other hand, in the 'P' of Positioning, the focus was on direct competition. A detailed study was conducted in the sector, utilizing the ISIC (International Standard Industrial Classification) code for precise classification of economic activities in the country. In this context, in accordance with DIAN and the Bogotá Chamber of Commerce [15], two ISIC codes representing FiveSoft Ltda. were identified: code 6201 (Activities of computer systems development, including planning, analysis, design, programming, and testing) and code 6202 (Computer consultancy and information technology facility management). Based on this, six companies that compete directly were analyzed. Furthermore, three types of positioning were developed (benefits, usage, and user types).

Emphasis was placed on the 'P' for People, where the internal discussion revolved around the topics of service and customer care, in collaboration with the company's employees [16] (figure 3). New corporate values and principles were introduced, which were previously absent within the organization. Strategies for both internal and external consumers were proposed, contributing to strengthening the relationship with employees and enhancing interaction with buyers.

Figure 3. Staff FiveSoft Ltda.



Source: FiveSoft Ltda., 2023

Within the framework of the 'P' for Planning, a detailed procedure was developed, initiated through a specific PESTEL analysis [17] tailored to the company. This analysis was executed with precision, encompassing political, economic, social, technological, environmental, and legal aspects that impact the operational environment of the organization.

In relation to the P for Permanence, the product lifecycle was addressed, emphasizing the importance of its comprehension in marketing strategy. It was recommended to implement loyalty programs that strengthen ties with customers, as well as to reinforce customer service to maintain high levels of satisfaction. In the P for Penetration, tactics were designed to increase the organization's visibility. This included intensifying advertising campaigns to expand market presence and highlight the quality of the service provided. Furthermore, the adoption of discounts and special promotions was proposed to attract new consumers and enhance appeal to existing ones. Finally, in the P for Permissions and Peer to Peer, tactics were outlined for managing communication permissions with users. The focus was on personalizing messages that generate a greater impact and engaging in relevant communities, fostering a close and trusting relationship with consumers.

After an exhaustive analysis and development of the 10 P's of marketing, specific and measurable goals were established for FiveSoft Ltda., with the purpose of implementing strategies that enhance the company's competitive position in the market. These goals are detailed in figure 4, precisely outlining the purposes that will guide actions and decisions on the path to improving organizational positioning.

The formulation of these goals, supported by the engineering approach employed in this research, is established as a crucial step for the effective execution of the outlined strategies. These encompass a range of areas, from strengthening the online presence and optimizing marketing channels, to enhancing customer interaction and promoting the brand within relevant communities.

Figure 4. Strategies FiveSoft Ltda. (FivePostal)



Source: The authors, 2023

Building upon the previous considerations, meticulous attention was devoted to each of the outlined goals, establishing specific tasks that will address and strengthen various aspects of FiveSoft Ltd. These tasks have been structured to align with the different areas of improvement identified within the company, and have been organized and assessed in detailed charts reflecting the perspectives addressed in the previously presented SWOT Matrix. Table 2, shown below, highlights the first perspective (customer-market) and encompasses the evaluation and execution of the marketing and action plan, workshop implementation, service level optimization, and booth effectiveness at events. Each of these aspects is linked to their respective strategies, which have been strategically crafted to align with the marketing's 5 Ps, including product, people, penetration, positioning, and promotion.

Table 2. Customer and Market Strategies

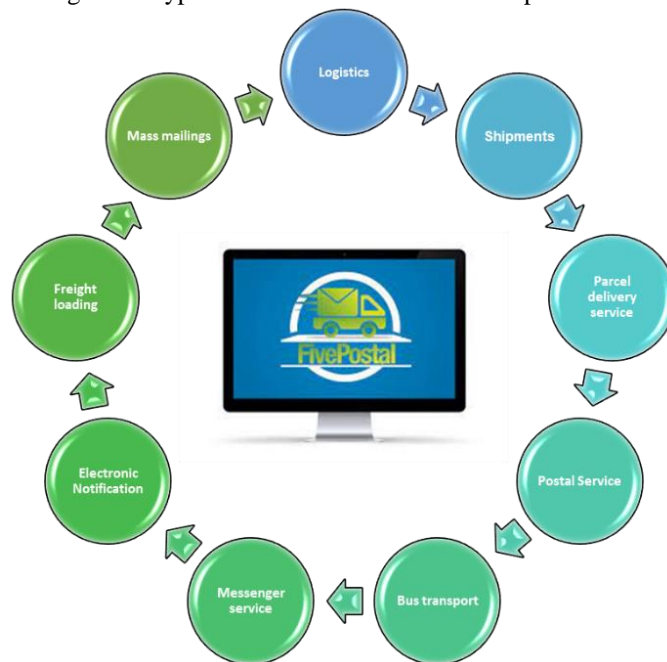
Customer-Market Perspective		
No° Strategy	Strategy	Indicator
1	A business plan or marketing plan must be generated, as the organization has a wide variety of products and is not so recognized in the market	Approved marketing plan
2	An action plan should be generated identifying people, resources, objectives and activities	Approved action plan
3	Show the customer the need to digitize the data taking into account the right tools so that the data is not lost	Workshops held / Workshops planned
4	Through products or services demonstrate that the company has the digital expertise needed to meet different needs	Customer satisfaction surveys
5	Install a FiveSoft booth at events or trade fairs to give more visibility to the services or products offered	Number of people purchasing a service at the stand/ Number of people approaching the stand

Source: The authors, 2023

Following this process, a feedback phase was conducted, which enabled a deeper understanding of the specific expectations and needs of FiveSoft Ltda. This comprehensive evaluation was carried out with the purpose of integrating the acquired insights into future stages, thus allowing the concrete achievement of the set objectives. Based on the company's needs and expectations, a meticulous process of identifying the target audience and corresponding market niche was undertaken. This analysis allowed us to discern crucial areas in which it is essential to focus our efforts.

By applying these procedures, a more precise identification of the target audience and specific market niche for FivePostal is achieved, as depicted in figure 5. This methodology allows for the strategic allocation of marketing resources and the presentation of tailored solutions to the particular demands of potential buyers. Based on this analysis, various communication channels, advertising methods, and marketing strategies are outlined and selected to promote the company's presence. Additionally, different posts were developed with the aim of creating positive expectations among potential customers, as presented in figure 6.

Figure 5. Types of FivePostal consumer companies



Source: The authors, 2023

Figure 6. Posts to promote FiveSoft Ltda. on social networks



Source: The authors, 2023

After formulating the strategies, communication channels, and promotion and marketing skills aimed at consolidating the visibility of the company, a tentative budget was established for the implementation of marketing tactics for FiveSoft Ltda. To achieve this goal, both SWOT analysis and the marketing mix (the 4 Ps) approach were utilized. In this stage, various areas requiring financial resource allocation were meticulously addressed. This encompasses physical elements such as documentation and equipment, as well as services, digital resources, and human resources. Each of these components was carefully evaluated, determining their unit of measurement, the required quantity, the corresponding unit value, and consequently, the total required value. This specific and tailored financial planning process is crucial to support the effective execution of the previously designed strategies.

To summarize the obtained results, a meticulous methodological process was followed with the purpose of developing a comprehensive action plan [18]. This encompasses everything from the precise definition of strategies to the concrete establishment of goals, the assignment of specific tasks, the identification of relevant stakeholders, the proper allocation of resources, and the determination of execution deadlines. The evaluation of this plan was carried out by estimating timeframes in different scenarios, taking into account optimistic, average, and pessimistic timeframes.

As an integral part of the process, a contingency plan [19] was formulated that considers alternative solutions for each of the strategies. This approach allows for defining new objectives, assigning alternative tasks, identifying relevant responsible parties, ensuring the proper allocation of resources, and establishing alternative deadlines in the event of unforeseen challenges. Concluding this process, a Monte Carlo simulation [20] was conducted, incorporating execution times and their associated probabilities, based on a solid foundation of analysis and consideration of multiple scenarios. The adoption of this simulation contributes to an informed and efficient decision-making process, ensuring the viability and success of the same.

IV. DISCUSSIONS

Compared to the article titled 'Development of a Marketing Plan for the Digital Positioning of Three SMEs in Huila,' [21] the current project, titled 'Development of a Marketing Plan for the positioning of FiveSoft Ltda. to enable market share growth,' stands out as a substantially more robust proposal in several key aspects. An essential feature lies in the exclusive focus on FiveSoft Ltda., unlike the referenced article that concentrated on three SMEs. This strategic choice allowed for a deeper and more detailed analysis of a single entity, resulting in a comprehensive understanding of its unique circumstances and market-specific requirements. Additionally, this singular perspective reflects a level of thoroughness that surpasses the focus distribution in the other article.

The methodology, both projects have employed tools such as the SWOT Matrix. However, the current project not only applied the Ansoff Matrix to identify growth opportunities but also conducted a comprehensive analysis of the 10 P's of marketing. This extensive exploration provides a holistic view of critical factors, addressing not only Promotion but also Product, People, Penetration, and Positioning. This multifaceted approach demonstrates a higher level of analysis and consideration of multiple variables that can impact market participation and the overall achievement of FiveSoft Ltda.

One key aspect to highlight is that, while the reference article focused on the 'P' of Promotion through social media to enhance digital positioning, the current project has adopted a more holistic perspective. Addressing various marketing 'P's, the project has devised a comprehensive action plan to enhance the company's overall image. This balanced and multidimensional approach aligns with contemporary and successful marketing practices, which could potentially lead to a more substantial impact on market engagement. One particular similarity between both projects is the consideration of personalization in the marketing strategy. In the reference work, emphasis is placed on tailoring these strategies to the specific characteristics of each SME. In this case, a

similar approach has been adopted, taking into account the specific needs and expectations of FiveSoft Ltda. in their formulation.

Finally, it is essential to highlight the robustness of the action plan, supported by a contingency plan and validated through Monte Carlo simulation. This phase illustrates a rigorous and professional approach that considers multiple scenarios and ensures the effectiveness and feasibility of the proposed strategies.

In summary, the project "Development of a Marketing Plan for the Positioning of FiveSoft Ltda." stands out by offering a specific and meticulous approach tailored to a single company, accompanied by a thorough analysis of the 10 P's of marketing and an action plan grounded in a robust contingency plan. This combination of elements contributes to a more robust and comprehensive proposal compared to the reference article, laying a solid foundation for increased market share for FiveSoft Ltda.

V. CONCLUSIONS

A rigorous analysis and study have been conducted in order to strengthen the presence and competitiveness of this company in the current business environment. The stages undertaken, from the characterization of the company to the formulation of specific strategies, have converged into a coherent set of conclusions that shed light on the direction FiveSoft Ltda. should pursue to achieve its growth and expansion objectives.

The in-depth understanding of both internal and external factors affecting the company, achieved through tools such as the SWOT Matrix and the analysis of the 10 P's of marketing, has been a fundamental pillar in the development of this marketing plan. The opportunities, challenges, strengths, and weaknesses identified have served as inputs for the formulation of strategies that encompass various areas, from segmentation and positioning to resource optimization and communication channels.

The research process has been guided by a systematic and methodical approach, characteristic of industrial engineering, which has allowed us to dissect every relevant aspect and establish meaningful connections among them. The stages of analysis, diagnosis, and proposal have interweaved to offer a comprehensive view of the challenges and opportunities that FiveSoft Ltda. faces in its pursuit of growth and expansion.

In this context, the outlined action plan, supported by in-depth analysis and Monte Carlo simulations, emerges as a precise and action-oriented tool. The allocation of tasks, resources, and deadlines, along with contingency techniques, provides a structured approach to achieving the set objectives. The integration of marketing elements, from market analysis to the execution of communication and promotion strategies, has been carefully organized to ensure coherence and effectiveness in implementation.

In summary, the project is a testament to the application of robust technical and methodological approaches in the strategic management of a company. The results obtained not only serve as a roadmap for FiveSoft Ltda., but also as an example of the essential role that industrial engineering plays in making informed decisions and achieving business goals. This multidisciplinary, evidence-based approach is fundamental for driving innovation and competitiveness in the current landscape.

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