

**MESTRADO EM
CIÊNCIAS EMPRESARIAIS**

**TRABALHO FINAL DE MESTRADO
PROJECT**

MARKETING DIAGNOSIS FOR THE SME
“MAIS QUE PAPEL”

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RESUMO

Localizada na Amadora por quase uma década, a Mais Que Papel tem dois ramos de negócio: centro de cópias (B2C) e venda e assistência técnica a equipamentos de escritório (B2B). Recentemente o negócio dos equipamentos, que é a principal actividade da empresa, entrou num período de estagnação e os gerentes estavam à procura de novas maneiras de acelerá-lo. Este estudo é o primeiro plano estratégico formalizado para o desenvolvimento da empresa, e está focado na área que apresenta a maior necessidade de melhorias – Marketing e Comunicação. Foi desenvolvido tendo em conta as particularidades do contexto do marketing B2B e do e-commerce em termos de estrutura de mercado, características da procura, comportamento do consumidor, segmentação e marketing mix.

A metodologia foi adoptada de diferentes fontes teóricas para atingir necessidades específicas deste projecto. Os dados primários foram recolhidos através de entrevistas semiestruturadas com a gerência da empresa e de um questionário online aos clientes. Os dados secundários para análise da situação externa foram retirados de diferentes bases de dados (tal como INE, Pordata, Eurostat, etc.) e os relatórios para análise interna foram fornecidos pela empresa. A investigadora também teve a oportunidade de participar no trabalho do dia a dia da companhia para observar as dinâmicas e ter um melhor entendimento do sector.

O resultado deste estudo foi a formulação da missão, da visão, dos valores e objectivos da empresa, a percepção das tendências actuais do mercado e das actividades de marketing dos competidores, *insight* das forças e desafios da empresa e, no fim de tudo, a elaboração de um plano de intervenção para atingir os seus objectivos de curto prazo.

Palavras chave: plano de marketing, PME, marketing B2B

ABSTRACT

Located in Amadora for almost a decade, Mais que Papel has two branches of business: copy center (B2C) and office equipment retail and support (B2B). Recently, the machine business, that is the main activity of the company, faced a period of stagnation and the managers were looking for new ways of accelerating it. This study is the first formalized plan and diagnosis of the firm’s development, and it is focused on the area that showed the greatest need for improvement – marketing and communication. It was developed taking into account the particularities of the B2B and e-commerce marketing context in terms of market structure, demand characteristics, customer behavior, segmentation and marketing mix.

The methodology was adopted from different theoretical sources to meet specific needs of this project. The primary data was collected through semi-structured interviews with the company management and online client questionnaire. The secondary data for external situation analyses were taken from different databases (such as INE, Pordata, Eurostat, etc.) and the reports for the internal analyses were provided by the company. The researcher also had an opportunity to participate in day-to-day work of the firm to observe the dynamics and to get a better understanding of the sector.

The result of this study was formulation of the firm’s mission, vision, values and goals, overview of the current market trends and competitors marketing activities, insights on company’s strengths and challenges and, after all, elaboration of an intervention plan to achieve its short-term goals.

Key words: marketing plan, SME, marketing B2B

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LIST OF ABBREVIATIONS AND ACRONYMS

ACEPI - Associação de Comercio Eletrónico e Publicidade

B2B – business to business

B2C - business to consumer

CAE – Classificação Portuguesa das Atividades Económicas

CRM – Customer Relationship Management

DM – Direct Marketing

ECB – European Central Bank

EU – European Union

FB – Facebook

GDP – Gross Domestic Product

GDPR - General Data Protection Regulation

IAPMEI – Instituto de Apoio às Pequenas e Médias Empresas e à Inovação

INE – Instituto Nacional de Estatística

ISEG - Instituto Superior de Economia e Gestão

MqP – Mais que Papel, Lda

PALOP - Países Africanos de Língua Oficial Portuguesa

PESTEL – Political, Economic, Sociocultural, Technological, Environmental and Legal factors analysis

POS – point of sale

R&D – Research and Development

ROI - return on investment

RFID - Radio-frequency identification

SaaS – Software as a service

1 INTRODUCTION

Mais que Papel (from now on MqP) is a micro family business located in Amadora, Lisbon Metropolitan area, specialized on distribution and technical support of cash-handling, time-attendance and other office equipment. Its clients are mainly based in Portugal, yet the company has some occasional sales abroad, primarily to the ex-colonies and EU. Apart from managers, based in firm’s main office, there is also a significant network of representatives around the Continental Portugal and the islands. However, the managers of MqP want to keep control of national and international sales, thus, all supervision and decisions are made from Lisbon.

Since the company started its activity in this sector, its clients’ portfolio and number of sales constantly grew. Together with managers’ desire for the business to keep growing, there was a feasible increase of workload. Facing the current period of stagnation and a need to find new ways of doing business, the managers decided to resort to my help to elaborate this scientific project. At the beginning, the topic of this work was defined to be internationalization of MqP. However, after some research, namely internally, it became clear that the company’s strategy lacks order and consistency. It was decided to focus on the firm’s marketing and communication to straighten the brand notoriety and recognition. At the same time, the company’s desire for geographical expansion was always kept in mind as a long-term goal.

This project consists in introduction, literature review, methodology chapter and the marketing diagnosis chapter followed by a conclusion, bibliography and appendices. I found this project especially interesting because it is a project for a small family enterprise, so common in Portugal. I believe that the findings described in this project could help not only MqP but other small and medium enterprises (SMEs) to get some valuable insights for business development.

2 LITERATURE REVIEW

2.1 Small and medium enterprises

2.1.1 Definition and role of SMEs

A classification of SME was elaborated by European Commission (2003, p. 36) to unify the definition for “a single market without internal frontiers, [where] the treatment of enterprises should be based on a set of common rules”. It was established to use such criteria as the number of employees, annual turnover and/or annual balance sheet of an enterprise to put it into a certain category. Thus, micro companies, one of which is presented in this paper, are those that have less than 10 employees and who’s annual turnover is up to two million euro.

Table I: Definition of SME, adapted from EC (2003).

Dimension	Number of employees	Annual turnover / Annual assets
SME	<250	≤ 50 million € (AT) or ≤ 43 million € (AB)
Small	<50	≤ 10 million €
Micro	<10	≤ 2 million €

Source: Adapted from EC (2003).

There are different characteristics that distinguish SMEs from large enterprises. For example, Melo & Machado (2015) underline simple organizational structure, limitation of financial and human resources, limited access to technology, heterogeneity and volatility together with greater adaptability, proximity to the market and to the customer, strong centralization and reduced number of workers. These last characteristics, contribute to more informal way of work and existence of closer relations between management and workers, that in its turn accelerates processing of information and decision making that gives the SMEs the flexibility, often unavailable for large companies with their complex and formal organizational structures. According to Melo & Machado (2015) SMEs are the engine of the European economy, they are an

essential source of employment and innovation in the European Union and are, therefore, crucial for boosting competitiveness and employment. The contribution of SMEs to the recovery of the global economy is increasing as they largely participate in the creation of new jobs and development of entrepreneurial spirit, that leads to greater flexibility in the industrial structure and to a great dynamism in the economy (ibid).

In 2016 there were 1.214.206 companies in Portugal, 1.213.107 or 99,9% of which were represented by small and medium enterprises, with the absolute majority of micro companies (96%). According to the data of INE (2018) the SMEs in Portugal employ 78,8% of all working population, while 45,4% are employed in micro enterprises. Thus, SMEs are the main drivers of the Portuguese economy, as they contribute to its growth and sustainability, playing an important social role through job creation (Felisardo, 2014). However, today's market dynamism requires that all the companies, SMEs in first place, review their actions and strategies to guarantee their development.

2.1.2 Strategic planning in SMEs

Many authors agree that a process of formal planning has positive influence on business, as it facilitates a better understanding of it. Lyles, Baird, Orris and Kuratko (1993) argued that formal planning brings more extensive choice of strategic alternatives, having positive impact on firms' performance. At the same time, systematic planning is still seen as a prerogative of large businesses and is often neglected by small companies. The reasons for this trend according to Robinson, Pearce, Vozikis and Messon (1984) are: i) managers' lack of time; ii) their limited knowledge of planning processes; iii) managers being generalists and lack specialized expertise and iv) their reluctance to share their strategic planning with employees or consultants.

According to Lobontiu (2002) strategic behavior of SMEs significantly depends on their competitive advantages. Gabele & Moraw (1994, p. 159) argued that factors significant for competition are: “human resources and image; technological competences; output features such as product quality and variety and service-related parameters; distribution and product; low cost and price position, market position and financial power”. As far as the small companies are not able to compete with large enterprises in the matter of economies of scale, spending for marketing and R&D, etc., the researchers recommend

focusing on using their natural strengths. Taking into account such often limitations as small market share and scarce resources and skills, scholars suggest that certain strategic decisions are more appropriate for a small company, e.g. avoid direct competition with larger enterprises, focus on development of close customer relationships and product adaptation (Storey & Sykes, 1996). MacLaran and McGowan (1999) highlighted the following competitive advantages of SMEs:

- the personal touch (provide personalized service, develop and maintain long-term customer relationships and satisfy customers preference to deal with “the boss”);
- specialized offerings (willingness to adapt to customer requirements);
- employee loyalty (achieved by flexibility of the tasks that employees could perform, motivation of personnel by “the boss” being accessible and working alongside them);
- quicker decision making and speedier delivery (ability to provide an immediate and personalized response/ service);
- local image (the importance of company’s local origins, reliability and community relations).

The strategic behavior of micro, especially family, businesses is much influenced by manager’s personality, his values and goals, often reflecting traditionally conservative approach and preference to avoid the risks (Arregle, Naldi, Nordqvist & Hitt, 2012). Marketing and HR planning are often found among the typical weaknesses of small firms. Perceived irrelevance of personnel planning is connected to a relatively small number of employees (Peterson, 1984). However, micro firms are frequently understaffed resulting in heavy workloads for employees and, consequentially, in efficiency challenges (Miller, 1982). Among the reasons for the absence of the marketing plan is scarcity of resources, lack of marketing knowledge, perceived limited impact on the market (Carson, 1985), as well as limited financial resources (Gaskill & Van Auken 1994).

2.2 E-marketing and B2B marketing

MqP operates in a business-to-business (B2B) market, presenting certain differences when comparing to business-to-consumer (B2C) market. Although as mentioned by McDonald and Wilson (2011), core marketing ideas are universal, not depending on the

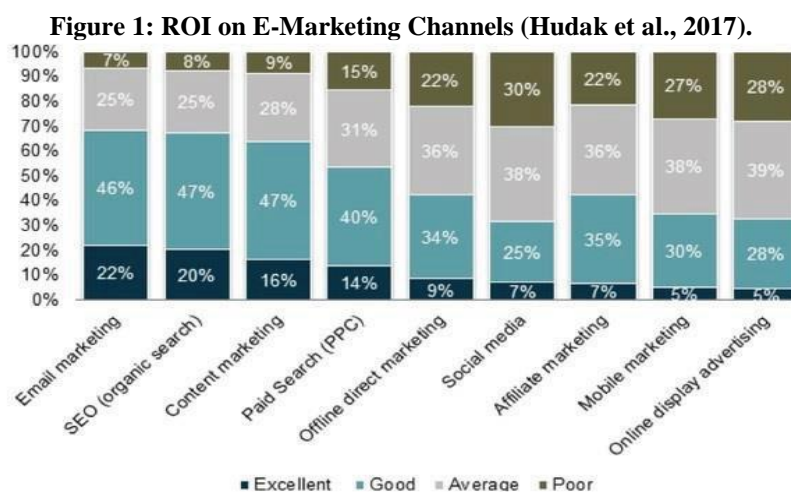
product, other authors underline some important differences in market structure, demand characteristics and motives or client behavior (Webster, 1978). Webster and Keller (2004) underline that industrial markets are characterized not by their products but also by their clients. Baptista (2009) pointed out the following particularities of B2B Marketing:

1. Market structure: geographically concentrated, few customers, oligopoly;
2. Demand: depends on final consumer (industrial customers are intermediaries);
3. Purchase process: several people involved, functional involvement, price is of little importance;
4. Sales process: customers are organizations, core marketing activities are personal selling, physical distribution and logistics, importance of support activities;
5. Segmentation criteria: industrial sector, private or public sector, size and potential purchase volume, decision and purchase criteria, strategic and economic interest;
6. Marketing mix:
 - Product: tailor-made, importance of after sales activities;
 - Price: price and payment are negotiable, cost associated with the product is more relevant than given price, elasticity driven by final consumer demand;
 - Place: direct sales, short channels with few intermediaries, sales force has both technical and commercial knowledge;
 - Promotion: sales force, custom approach, greater web integration.

It is important to underline the role of recent technologies in emphasizing availability of information, including data about different markets. E-commerce contributes to the firm's sales growth, cost reduction, reaching foreign markets faster and with little risks, gives the possibility to get to know the customer better and a chance to create a notorious brand. Nowadays, with very little exceptions, a business that does not go through a digital transformation is not going to be sustainable and very probably will not survive. According to Brodie, Winklhofer, Coviello & Johnston (2007, p.2), e-marketing is “a process through which the firm uses internet and other reactive technologies in order to interact with its customers”. Burgess & Bothma (2007, p.19) argued that it is “the use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational goals”.

Modern technologies permit a direct communication between the firm and the customers (Scott, 2010). The physical distance in e-commerce is overcome with constant communication using e-marketing tools such as a website, blog, *questions and answers* (Q&A) or *frequent asked questions* (FAQ) section, newsletter, etc. The right use of such tools can promote the firm’s credibility by creating a professional image, as well as a mistake could drastically affect the perceived image of the organization as the customers more and more often use the e-commerce capacities of a company to measure its general competence. More than 80% of the customers check a product online before the purchase, even intending to buy it offline. At the same time, about 40% of them change their mind at the point of sale, which also highlights the importance of a salesman, existence of stock and general in-store experience (AEP, 2019). However, a border between online and offline channels tend to disappear and the clients tend to perceive their customer journey as a continuous experience.

There are different e-marketing channels and new trends that appear with the development of technology. According to Hudak, Kianickova & Radovan (2017) the most efficient channels in terms of ROI are e-mail marketing, SEO and content marketing (68%, 67% and 63% of users respectively find it good or excellent). Amongst the most relevant marketing trends the experts also distinguish: mobile platform adaptation and gamification within e-commerce, which includes rewards, suggestive selling, list of wishes, etc. (Gerrikagoitia, Castander, Rebón & Alzua-Sorzabal, 2015).



Source: Hudak et al. (2017)

Some traditional strengths of SMEs, e.g. ability to serve niche markets and strong customer relationships are, in a certain degree weakened by internet. Due to limited finances and little knowledge in the area, these firms are highly selective in using e-marketing tools. Many small companies use it in unplanned way, as a supplementary promotion tool only, instead of consistently developing it. Due to human resource issues such as staff overload (Winkholfer and Houghton, 2004), generalist nature of workforce and lack of specialist skills (Chapman, Szczygiel and Thompson, 2000), many SMEs become dependent on external service suppliers. Many executives state that this fact makes them feel like their online tools do not reflect professionalism that their company wants to present (Jeffcoate, Chappell and Feindt, 2002). Together with management of the site, SMEs often outsource the use of search engine (e.g. Google) tools or decide not to explore it at all (Hasan, Morris, & Proberts, 2009).

3 METHODOLOGY

3.1 Purpose and type of the study

The objective of this project was the marketing diagnosis and elaboration of a short-term plan for MqP, taking into account the particularities of the firm: micro size, B2B orientation and e-commerce. For its execution it was essential to acquire a strong understanding of company's internal situation as far as sector information and market trends. Thus, the developed study has descriptive and qualitative nature, given the type of data collected and type of analyses used.

The research methodology adopted is “action research” which includes an active involvement of the researcher into the resolution of organizational issues (Saunders, Lewis and Thornhill, 2009). There are three essential elements present in the action research: research, participation and action (Malhotra & Birks, 2008). This approach is a cyclical process that includes planning, acting, observing and reflecting (Perry & Gummesson, 2004).

3.2 Research Strategy

There are many guidelines for elaboration of business and marketing plans. According to Kotler (2002) marketing planning is a cyclical process with three fundamental steps: planning, implementation and control. Kotler and Armstrong (2011) particularly underlined the importance of the implementation phase. As noted by McDonald and Wilson (2011) the universal planning templates should be revised for every specific case, taking into account the size and nature of the firm. Four theoretical frameworks for marketing planning (Gilligan and Wilson 2009; Kotler and Armstrong, 2011; McDonald and Wilson, 2011; Wood, 2007) were summarized in Appendix I and made base for this study. There are common elements in all these approaches such as definition of objectives, strategies, tactics, implementation and control. By adding some elements (TOWS and Porter's five forces analyses) from Harvard (2007) and IAPMEI (2013) business plan models, together with the insights on B2B Marketing (Baptista, 2009) mentioned before, the following analytical model was elaborated:

Table II: The project’s methodology.

Structure	Content	Scholars
Executive summary & business description	<ul style="list-style-type: none"> ▪ Company history ▪ Business concept 	Gilligan and Wilson (2009) Kotler and Armstrong (2011) Harvard (2007) IAPMEI (2013)
Objectives definition	<ul style="list-style-type: none"> ▪ Mission ▪ Vision ▪ Values 	Gilligan and Wilson (2009) McDonald and Wilson (2011)
Situation review	<ul style="list-style-type: none"> ▪ External analyses <ul style="list-style-type: none"> - PESTEL analysis - Analysis of the sector - Porter’s 5 forces analysis - Analysis of the competition - Market study - Critical success factors ▪ Internal analyses <ul style="list-style-type: none"> - Analysis of resources - Performance analysis - Portfolio analysis - SWOT analysis - 	Gilligan and Wilson (2009) McDonald and Wilson (2011) Wood (2007) Harvard (2007) IAPMEI (2013)
Strategy formulation	<ul style="list-style-type: none"> ▪ Objectives ▪ Segmenting, targeting and positioning 	Gilligan and Wilson (2009) Kotler and Armstrong (2011) McDonald and Wilson (2011) Wood (2007)
Marketing mix & brand development	<ul style="list-style-type: none"> ▪ Product ▪ Price ▪ Place ▪ Promotion 	Baptista (2009) Gilligan and Wilson (2009)
Resource allocation, implementation & evaluation	<ul style="list-style-type: none"> ▪ Budgeting ▪ Implementation plan ▪ Monitoring and evaluation plan 	Gilligan and Wilson (2009) Kotler and Armstrong (2011) McDonald and Wilson (2011) Wood (2007)

3.3 Sampling, data collection and analysis

Data collection was based on the project’s theoretical framework (see Appendix II), which also facilitated the development of primary data collection instruments (interview guide and clients survey). The researcher held two semi-structured in-depth interviews with both managers of MqP. Not rigidly standardized structure of this method allowed the interviewer to get the pretended information together with more spontaneous insights. The interview guide is available in Appendix III. Additionally, the author has got an opportunity to follow the firm’s day-to-day, hence a chance to perform the participant observation that allowed the researcher to understand the natural roles of team members, to watch the decision-making in action and to distinguish the challenges that the management were not aware of or tend not to reveal. This extensive in-depth

data provided the researcher with a comprehensive overview on past and current company's situation as well as pretended path for future development.

For a marketing research a non-probability convenience sample was chosen. Although this sample may not be representative of the population (Malhotra & Birks, 2008), this disadvantage was overcoming by distributing the questionnaire among the company clients, that allowed to collect the opinions closest to those of a target population. The online questionnaire (available in Appendix IV) based on Survey Monkey platform was emailed to 924 clients, 36 of which were not delivered as the address no longer existed.

After two weeks, 116 valid responses were obtained, that equals a response rate of 13%. Data processing and analysis were performed using the platform tools. The survey results gave insights to:

- information about the client and its purchase (questions 1 & 10), though, it worth mention that after all there were no difference in attitudes found based on these questions, i.e. the results did not depend on client company's size, sector, location or type of purchased product;
- competition perceived by the clients (questions 2 and 3);
- client's satisfaction with the service provided by MqP, thus, company's strengths and areas for improvement (question 3);
- factors of success in the sector (question 5 & 6);
- preferred content and communication channels (question 7, 8 & 9).

To analyze the external factors, the researcher used secondary data from competitors' internet sites and social media and statistic portals e.g. National Institute of Statistics, European Union Statistics Office, Institute for Support for Small and Medium-sized Enterprises and Innovation, Observatory of Cultural Activities, Portuguese Central Bank etc.

4 SITUATION REVIEW

4.1 Summary

Mais que Papel (MqP) are two different businesses working under one brand: a copy center and a machine supplier that distributes and technically supports cash-handling machines, time-attendance devices and office equipment. Though, the history of the brand has started with the creation of the copy center in 2003, nowadays the main activity of the company that brings more profit and requires more managers' attention is connected to the equipment. This project is primarily focused on “Mais que Papel – Equipamentos bancários” and the copy center is mentioned as a side business to the point that it affects the functioning of the main activity. MqP is located in Amadora, satellite city of Lisbon, its physical premises consist in two warehouses and a copy center, that also serves as an office for the machine supplier. It is a micro company, the personal of which are family members and long-known friends. Apart from two managers, Carlos and Tiago, that are mainly occupied with necessities of the machine business, there are also two full-time employees that are exclusively focused on attending clients of the copy center. However, the copy center as well requires management attention that takes considerable part of Carlos's working time.

4.2 History

The office equipment business started in 2008 when Carlos, an experienced manager in the sector, as many other Portuguese, faced the consequences of the crisis. He decided to start new activity on the basis of the copy center that already existed for five years. After some time, he was joined by his son, Tiago, a fresh graduate of ISEG. In the beginning, the company used Carlos's connections in the sector to present its products directly. However, there was a great need to keep attracting new clients to cover considerable expenses of the company's first years. In 2010, MqP created its first website: it was self-made, very basic and contained only pictures of the products, there were no prices and no possibility to make an order online. This move led to an increase in leads but many new contacts asked about the prices and then disappeared. Thus, the amount of consultations augmented but did not bring much return.

In 2014 the managers made a research into successful competitors’ prices and products in order to understand the niche and to establish clear pricing. Thus, “the same for less” strategy was chosen. Together with a decision to make a professional website and online shop, a lack of advertisement has become particularly acute. It was decided to try Google Ads service, that neither of managers was acquainted with that time. Briefly, with this service MqP creates an advertisement of a product, the system shows it to potential clients and the seller pays for a click, not depending if a customer makes a purchase after all. The possibilities to be shown to a potential client grow with many different factors, MqP’s managers particularly highlighted price for a bid, quality of the site and choice of right key words. After the introduction of new website and Google Ads campaign the sales grew drastically (see Table V: MqP’s annual turnover (in thousands €). Tiago confessed that the impact exceeded all their expectations: “It was even better than having a good salesman. We’ve got people coming from the whole country and buying out of nothing”.

4.3 Business concept

Mais que Papel has two branches of business. On one hand, they work in symbiosis providing necessary support to each other avoiding contracting some services outside. For example, the copy center offers the space to attend machine buyers and the machine business takes care of the equipment used in the shop. On the other hand, due to the difference of target audience, each business requires different approach. The copy center is focused on providing services to a local client such as printing, scanning, binding, selling stationary and consumer packaged goods (e.g. snacks). It has an advantaged location next to several schools and, due to its significant existence time and attitude towards the client, it has got a large number of regular customers.

Another branch of MqP brand is a B2B business. It proposes a wide variety of office equipment (printers, paper shredders, electric data-stamps, impulse sealers), cash-handling machines (bills and coin counting machines, coin sorters, false money detectors, note to coin change equipment) and time-attendance (biometric) equipment. A considerable part of revenues also comes from selling consumables and providing technical support. It is interesting that a lot of new clients come to the company not to

buy a new machine but to repair an old one. In many cases these clients return to MqP to make a purchase.

4.4 Mission, Vision and Values

It was noticed during the interview that MqP did not have neither mission and vision, nor values clearly stated. The managers agreed that indeed they do adhere to the values in their work, as well as they do have a certain understanding of why the company exists (mission) and what it seeks to be in the future (vision). However, it was perceived as empty slogans and general waste of time. Many scholars argue that the elaboration of mission, vision and values is important for establishing company’s strategy and plays an important role in firm’s sustainability (Altiok, 2011). At the same time, it is important to understand that these tools do not work as simple “writings on a wall”, these ideas should be shared by all the employees, applicable to the reality and often reviewed as company grows. By doing so, the mission, vision and values do not serve as merely symbols but as a strategic guidance system (Mirvis, Googins & Kinnicutt, 2010). Elaborated with participation of all the employees, they contribute to workers’ motivation and synergy for the firm. As a communication tool, mission and vision statement together with consistent branding strategy may increase client trust towards the company (Lin & Ryan, 2016).

On the base of the researcher’s interview notes, study of the sector and current industry trends, with collaboration of all MqP team, there were developed the following statements to guide the company’s activity:

Table III: Mission, Vision and Values

Mission:	We provide our clients with necessary tools that allow them to focus on their core activities.
Vision:	We seek to be a leading Iberian company that brings world’s best technology to local businesses.
Values:	<p>Client satisfaction. After all, a happy client is the best advertisement.</p> <p>Symbiosis and compromise. All the relationships with our clients, partners and collaborators are built on mutual respect and aim to maximize a “win-win” outcome.</p> <p>Technology for excellence. We stay on top of the industry’s innovations.</p> <p>It is not a sprint, it’s a marathon. We take one step at the time to be able to go much further.</p>

4.5 External analyses

4.5.1 *PESTEL analysis*

Political Factors

According to Marsh (2019), a leading risk management company, Portugal is currently one of the safest countries in the world, with the overall score of 70.9 out of 100 as well as 75.6 and 79.8 for short and long-term political risk respectively. “Falling unemployment, a steadily declining debt, and ongoing fiscal prudence suggest that economic risks are subsiding” (Marsh, 2019). In the view of international instability, high migrations flows to Europe and growing terrorist threat in many popular tourism destinations, Portugal looks even more attractive. However, 2019 brings some uncertainty due to the two elections planned for this year. First one, for European Parliament, are especially important since it is expected that Brexit conditions will be negotiated this year. This decision will have a great impact not only on many European companies but also European customers. In general, being part of EU, the companies have more opportunities for foreign trade and internationalization within the Union, such as no additional taxes, union-wide policies, the same currency in most of the countries, etc. Second elections, scheduled for October, could also affect governmental stability in case the leading party changes. It is also important to notice recent acute strikes in different sectors, including health, education, transport and energy.

Transparency International (2019) evaluates Portugal’s corruption score being 64/100 which positions the country amongst 30 least corrupted countries in the world. In general, the risk of corruption for Portugal is moderate to low. At the same time, inefficient government bureaucracy, significant tax rates and restrictive labor regulations were named by World Economic Forum (2018) as the most challenging aspects for doing business in Portugal. Thus, “over the past three years, government spending has amounted to 46.3% of the country’s output (GDP), and (...) the overall tax burden equals 34.4% of total domestic income” (Miller, Kim & Roberts, 2019, p. 347).

Economic Factors

The economy of Portugal is recovering after the crisis of 2013. Export acceleration, strong private final consumption and success of the tourist sector are its central drivers. In 2017 the GDP of Portugal was estimated at 217 billion USD and its GDP per capita was 31.700 USD (Observatory of Economic Complexity, 2018) GDP in 2018 grew by 2.1% and has been continuously growing since 2014. Overall in 2018 Portugal was ranked 34 out of 140 countries by World Economic Forum. This rating includes such markers as transparency and efficiency of institutions, infrastructure, macroeconomic stability, health and skills, product and labour market, financial system, market size, business dynamism and innovation capability. There is also a general consensus among the main rating agencies regarding the projections for Portugal. In 2019, Fitch, DBRS, Standard & Poor and Moody's all gave a stable credit rating to the country (BBB, BBB, BBB and Baa3 respectively), growing through last five years, with a positive outlook for the years to come. However, Portugal's economic growth is predicted to slow down together with decreasing of real GDP annual growth from 1.5% in 2020 to 1.3% in 2025. (Euromonitor International, 2019). Moreover. Portugal's high public and private debt leave it susceptible to external disturbances. Inflation in 2017-2019 fluctuated between 1-1.5%, although with a projection to grow till about 2% in the closest 5 years (Banco de Portugal, 2019).

For the last five years the minimum salary was continuously growing by about 5% a year (EUROSTAT, 2019). With the raise of minimum salaries personal consumption grew by 2.5% in 2018 with prediction to increase by more 2.6% in 2019 (Banco de Portugal, 2019). At the same time, Portuguese minimum wage is very far from the top of European list, and 1.5 times less than it is in the neighbor Spain. The unemployment rate is gradually decreasing since its recent peak in 2013 across the EU as well as in Portugal (16.4% to 7%) (EUROSTAT, 2019). However, 22.1% of Portuguese employees work for minimum salary (PORDATA, 2019).

According the Observatory of Economic Complexity (2018) in 2017, Portugal exported for 59.3 billion USD and imported for 78.3 Billion USD. The main export destinations were Spain, France, Germany, the UK and the USA, the key import origins were Spain, Germany, France, Italy and the Netherlands. It is important to highlight that the volume of exports to Spain (12 billion USD) is twice what goes to France and Germany and

more than three times bigger in comparison to the UK and the USA. At the same time, the imports from Spain (24.4 billion USD) almost equal the total volume purchased from other four most important origins together. It proves that Spain continues to be the most important partner for Portugal.

The dominance of micro companies in Portugal (96.2% according to INE, 2019) contributes to the origin of two particularities in business culture. First, there is a great need in personal relationships and trust in doing business. Second, in many cases the owner of the business, although being an expert in the field, lacks strategy as well as necessary management skills. Thus, for example, only a little more than a half of the partnership companies survives after 5 years of working (57.9%). The biggest mortality rate is registered in commerce: 6-7% after the first year. (INE, 2019).

Social Factors

In 2011, at the time of the last Census, Portugal had 10.6 million residents (INE, 2012), in 2018 the population was estimated by EUROSTAT (2019) in 10.3 million people. It is mostly concentrated along the coast and around two main cities – Lisbon and Porto, with the highest density in Lisbon Metropolitan Area (LMA) which has 2.82 million of inhabitants. The population is predicted to decrease gradually down to 9.2 million in 2050 (EUROSTAT, 2019) and to 7.5 million people in 2080 (INE, 2017) against the background of relatively unchanging EU population.

Portugal is an aged country. According to INE (2017), it has about 20% of the population aged 65 and over. With a great life expectancy this percentage is predicted to grow. In 2080 the number of elderlies will rise to 2.8 million and the number of young will fall from 1.5 to 0.9 million, with working age population decrease from 6.7 to 3.8 million people. This fact will have crucial impact on country sustainability. These numbers also reflect an existing trend for emigration of highly qualified specialists. Despite the growth of incoming migration flows they are also not sufficient to sustain the population numbers.

The education level of the population continues to rise. According to the Census there are 1.26 million individuals with complete higher education which is about twice the number of 2001, illiteracy rate as well decreased from 9% to 5.2% (PORDATA, 2019). As noted before the unemployment rate is decreasing, at the same time, it should be

taken into account that only people who contact the services are officially considered unemployed. Average disposable income of families and personal consumption are growing since they reached their recent minimum in 2013 (PORDATA, 2019). As globalization is giving more consumers access to more products and services, people internalize global patterns of consumption (WBCSD, 2008). Thus, more Portuguese shop online: from 15% of all buyers in 2008 to 34% in 2017 and 37% in 2018 (INE, 2018). Portuguese customers are also conscious about choosing ecological products, but the price, the habit and products' availability remain prevailing factors.

Technological Factors

These last years, Portugal became the venue of WebSummit and we can see the growth of its popularity for technological start-ups. According to the Innovation Scoreboard of the European Commission (2019), Portugal is a “moderate innovator”. Overall Portuguese economic indicators are close to EU average. Portugal particular strengths are “SMEs innovating in-house, broadband penetration and SMEs with product or process innovations” (European Commission, 2019, p. 64). On the other hand, an investment in R&D in the country is quite unsatisfactory. In 2017 it was only 1.33% of GDP, considering the EU average of 2.08% and 2.7% being the target for Portugal (EUROSTAT, 2019). Many technological initiatives are associated with Portugal 2020, but the success rate of Portuguese applications has been relatively low.

Portugal has advanced technological and communication infrastructures, easily accessible throughout the country. According to INE (2018) the number of people having internet connection continues to grow, covering 79% of households in 2018, 81% of internet users access the network via mobile devices. The proportion of internet banking users between 16-74 years was 42% in 2017 and 52% in 2018. The arrival of such solutions such as MBWAY, contactless payments, instant banking etc. also promotes the revolution in payment methods, facilitating the increase of cashless payments.

According to studies conducted by Marktest (2018), 62% of Portuguese internet users extensively use social networks. Facebook is the most important social network in Portugal: in 2018, 95% of social network users had a Facebook account, 60% had an Instagram account (the percentage reaches 91% among the youngest), they also use WhatsApp (57%), YouTube (48%) and LinkedIn (36%). The great development of

social networks and online platforms lead to the reality where many brands and companies turn out to be their frequent users. Social networks increasingly become an important point of contact between organizations and their clients.

Environmental Factors

A rapid growth of Earth's population and consumption impacts customers' concern about environment and desire to make more sustainable choices. However, in many cases this feeling does not lead to sustainable lifestyles. To accomplish this change in consumer behavior the support of all actors such as business, governments and civil society is critical (WBCSD, 2008). Thus, “the consumers will reward brands for addressing their aspirations... [and] increasingly avoid brands that feel unsustainable or irresponsible” (WBCSD, 2011, p.3). Modern business is also obliged to find new ways of working to prevent possible environmental-related problems such as rising material and energy costs, market uncertainty, increasing regulation (ibid). Nevertheless, SMEs often could not make the sustainability a priority due to unavailability of the resources available for the large enterprises.

On governmental level there are also different initiatives in order to promote ecological awareness of business and society. For example, UN Sustainable Development Goals (2019) for responsible consumption and production include issues on efficient use of natural resources, encouraging companies to adopt sustainable practices, spreading relevant information for sustainable lifestyles as well as reducing waste generation through prevention, reduction, recycling and reuse. The later initiative also includes waste electrical and electronic equipment (EEE) collection. Only during 2017 there were collected 63.000 tons of EEE in Portugal (Observador, 2019).

Legal Factors

Except for legal requirements that apply to any area of e-commerce and trade in general, there is no specific regulation on distribution of office equipment in Portugal. However, there are several regulations both on EU and state level that have a significant effect on the industry. For example, European Central Bank oblige professional cash handlers to check the cash presented by the clients in person or via customer-operated machines to detect and retain suspect banknotes and coins. The companies which are not professional cash handlers are as well strongly encouraged to retain and report the

suspect cash to national central banks (Banco de Portugal, n/d). These obligations promote the use of detecting equipment. The ECB together with the national central banks frequently tests different devices with a range of most frequent counterfeits and distributes a list of machines that have passed it.

In relation to the sector of time equipment it is important to highlight the article 202 of Portuguese labor code (ACT, 2014). According to it, the employer must keep track of working times “in an accessible place and in a way that allows them to be consulted immediately” and keep the records for five years. Violation of this regulation “constitutes a serious administrative offense” (ACT, 2014, art. 202). Currently there are different ways of attendance control, that include manual, mechanic and electronic methods. In the first case, the employee inserts the time by hand into a special book. In the second the time is stamped on employee’s card by a data-stamp machine. And in the latter case registration is made by reading person’s biometric data, by using a proximity card or by typing unique password. Nowadays, the electronic method of time attendance registration is the most modern and the easiest way of tracking and storing the data. It also meets the requirements of General Data Protection Regulation implemented in EU in 2018.

4.5.2 Analysis of the sector

According to the Portuguese classification of economic activities (CAE) MqP belongs to two sectors: retail sale of other office machinery and equipment in specialized stores and repair, maintenance and installation of machines and equipment. Regarding the first one, it was already noted above that the sector of commerce has the biggest mortality and natality rating. Out of 219.000 companies working in this industry, 99,9% are SMEs, in average every company employs 3,5 workers (PORDATA, 2019).

Concerning the sector of repair, maintenance and installation of equipment every group of products proposed by MqP has its own particularities. The market of cash handling, biometric time-attendance and office equipment is relatively recent as is the technology. First prototypes of modern machines started to appear in the middle of XX century and become available for a wide audience only from the end of that century. Being fully dependent on technology, the sector as well seems to be quite dynamic. Thus, many models become outdated way before they are worn out. For example, bill-counting

machines needed to be updated to count new euro banknotes that entered the circulation in 2019. The situation leads to the augmented demand for technical support for the old equipment as well as for new machines to substitute the devices that were not updatable. The innovation of technologies also highly impacts time attendance equipment. More and more companies prefer to use the machines for attendance management, because it diminishes possibility of fraud, reduces administrative costs and maximizes operational efficiency. The previously used mechanical daters were also vastly substituted for modern RFID-chip and biometric devices. Besides, the owners of MqP observed a growing demand for machines that use palm or face recognition instead of fingerprint, due to wider possibilities of data recognition. The research has also shown that currently there are many smartphone applications that allow tracking the working time for the professionals who work out of the office. These apps do not require any additional equipment besides a smartphone with GPS connection and computer to provide the employer with vast reports. It leads to a possibility that the companies refuse buying extra equipment in the future as many firms choose SaaS solutions nowadays.

Despite the growth of online banking and cashless payments, the demand for cash handling equipment does not seem to diminish drastically. On the contrary, the volume of annual sales of this equipment by MqP is gradually growing since 2015 (see Figure 5: Annual sales by product (2014-2018)). However, this trend is important to be considered for long-term strategies of the companies working in the sector. At the same time, the shrinking of graphic-paper market (Berg & Lingqvist, 2017) does seem to be affecting the company. In the last years MqP lost several big clients, users of their printing machines due to its bankruptcy or reduction of the business chain (see Figure 5: Annual sales by product (2014-2018)).

All in all, technological knowledge and flexibility are essential for the companies operating in the sector. Many new competitors appear but only few of them manage to provide a full specter of services and predict the trends, it allows them not only to survive but to get a significant place in the market.

4.5.3 *Competitive position analysis*

Porter’s Five Forces

According to the following model presented by Michael Porter (1980), sector’s attractiveness depends on a set of five forces: competitors, customers, suppliers, substitute products and potential new players in the industry.

Table IV: Porter’s Five Forces

Threat of new entry – Medium
<ul style="list-style-type: none"> ▪ Medium investment (primary to ensure the stock); ▪ Importance of experience in the sector and technical know-how for success; ▪ Easy access to the client (e-commerce); ▪ Low frequency maintenance devices; ▪ Not regulated activity, though the clients prefer certified equipment (ECB).
Threat of substitution – Medium
<ul style="list-style-type: none"> ▪ Switching costs connected to the acquisition of new equipment as well as to learning to use the technology; ▪ Substitution for cash equipment: cashless payments, use of scale; ▪ Reduction of printing out (use of e-documentation, emails, etc.); ▪ Alternatives in time attendance: palm, retina, voice, facial recognition, mobile time tracking (GPS); ▪ Manual cash counting/ time attendance register.
Buyer power – Medium-low
<ul style="list-style-type: none"> ▪ Buyers from different sectors, no association; ▪ Exist only few big buyers (e.g. Banks, big retailers), many little clients; ▪ Geographically spread (e-commerce); ▪ Availability of information, many buyers are sensible to the price; ▪ Medium switching costs.
Supplier power – Medium
<ul style="list-style-type: none"> ▪ Suppliers with good quality-price ratio are located abroad; ▪ MqP has 4 different suppliers with similar range of products, but one of them with the best proposition; ▪ Exist supplier switching costs as the software MqP uses (biometric equipment) is adapted to the main supplier equipment; ▪ Interdependence between the main supplier and MqP in the Portuguese market: translations and software adaptations are made by MqP.
Competitive rivalry – Medium
<ul style="list-style-type: none"> ▪ Few big players in the sector with an existing niche for SMEs entry; ▪ Medium level of product differentiation; ▪ Small to none exit barriers.
Attractiveness of the sector – Medium

Critical success factors and competitive advantages

The customer survey provided necessary information to distinguish the following factors important for the clients in the sector:

- Importance of technical support. Many companies (especially SMEs) do not have a necessary knowledge for machine maintenance and technical support. Therefore, they prefer to purchase from a provider with a wide service network. Technical support was reported the most important factor for choosing not only a supplier but also a machine model (86%).
- Product's characteristics and quality-price ratio were named the next most important aspects (86% and 83% respectively). Next, by popularity, price factor got only 48%, an importance of product being on discount was highlighted by 20% of the clients. Thus, we can assume that it is crucial to compete in quality of support and portfolio than a price.
- Significance of offline sales. 52% of respondents stated that a possibility to see the product before buying is the important aspect in purchase decision. According to 31%, company's presence in their region would be a determining factor to choose the supplier. Talking about the ways of purchase 55% prefer to conclude it through the site while 38% would choose to buy the goods in person.
- It was surprising that only 45% of the respondents gave importance to the trustworthiness of the company and notoriety of the brand in the process of choosing equipment. At the same time, to perceive supplier's professionalism, 55% give importance to full and transparent client guide and FAQ section, 55% evaluate it by online reviews of the company, 48% by friend's or colleague's recommendation, 35% by existence of professionally looking site, 21% give importance to company's social media presence and 17% to firm's reference customers.
- Regarding the communication almost a half (45%) of the respondents were interested to be in touch with MqP, 69% of which preferred to get a newsletter, 22% to follow a Facebook page, 7% via LinkedIn and 2% on YouTube.

Competitive analysis by concept and proximity

Taking into the account the particularity of the product that MqP offers, it was not possible to find any statistics of direct competition. As mentioned before MqP mainly

proposes three families of products: 1) cash-handling equipment, 2) time attendance machines and 3) other office equipment (printers, daters, shredders, sealers). It was suggested by the firm’s management to focus the analysis of the competition solely on first two. This decision was supported by the fact that the other equipment has comparatively small share of sales that also keeps declining. Even though MqP puts a very small margin for this kind of equipment to keep the price competitive, the big players (Xerox, Konica Minolta, Kyocera, HP, Canon) are strongly present in the Portuguese market. All in all, the products are simply kept for diversification of the companies’ portfolio with no desire to focus on them.

Regarding two other families of products, several companies were chosen for analysis using two following criteria:

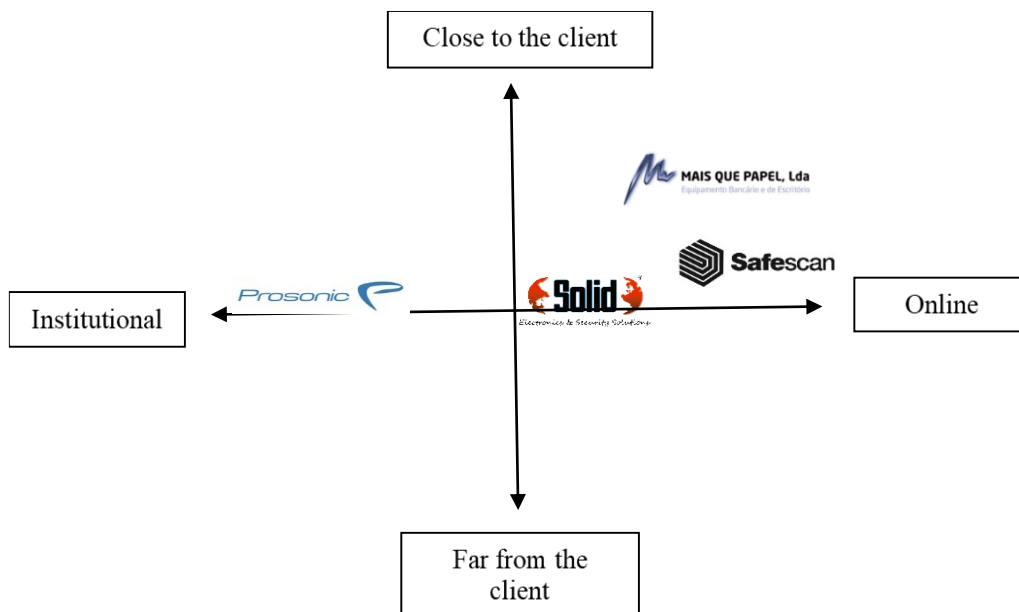
1. the firm is known in the industry, especially it was often mentioned by MqP’s clients as a competitor they were looking into/worked with;
2. the firm appears in the top of Google search using such key words as *contadores/dispensadores de moedas, contadores de notas, detectores de notas falsas, relógios de ponto.*

The pull of chosen competitors together with detailed analyses is available in Appendix 5. Although the criteria were used separately, some companies appeared in both lists, namely: Solid Security, Safescan, Global7 and Prosonic. Out of these four companies Solid Security and Safescan have same product portfolio, thus, they were investigated as the closest competition. It is also interesting to highlight a Delvicon situation which on-line presence equals almost zero, there is no site or any other digital activity, except for some listings in yellow pages and Google maps. At the same time, the managers of MqP ensured that the company has a significant share in the market, working exclusively with institutional clients, primary big banks.

For the purpose of placement these four companies were compared by two parameters distribution channels (institutional and on-line clients) and perceived proximity to the client, which includes not only geographical proximity but also the opportunities of on-line communication. Thus, MqP is strategically placed: most of the customers of the equipment are in Lisbon and Porto, allowing them to see the product before purchase, and the company has a wide network of technicians for fast and quality technical

support. Delvicon, having the same advantage of the position, does not use any communication tools, does not present its product portfolio and services for the wide public. Solid Security, using more or less the same online tools as MqP is located in Algarve and does not mention any possibility of offline support around the country. On the same site, online brand presentation lacks professionalism, e.g. on the site there are non-clickable links to social media accounts (which actually do not exist), nor is it understandable why the firm has two different but similar sites, neither of which seems newer or better. While Safescan’s online presentation is impeccable, its headquarters are located abroad and apparently the company does not have any representative in Portugal, working through resellers. This fact leaves unsolved possible problems with offline technical support as far as with the time of delivery.

Figure 2: Placement of MqP and its concurrence.



4.6 Internal Analyses

4.6.1 Resource Analysis

Human Resources

There are four people who constantly work for MqP, as it often happens in SMEs their responsibilities are based in the principle of redundancy, thus often the managers end up occupied with urgent tasks with little importance.

- Carlos – Founder and Manager of MqP. He is responsible for organizing company’s day-to-day, sales and sales support and keeping in touch with institutional clients. Having more than 30 years of the experience with the equipment, he is the right person to investigate serious technical support issues (hardware in a first place).
- Tiago – Managing partner, graduated from ISEG with a degree in Industrial Management and worked for MqP since then. Apart from sales and sales support, he executes the online management, including online promo campaigns, changes to the site content, Google Ads, etc. He is also responsible for software local adaptation, installation and support. Tiago has necessary technical skills to handle MqP’s e-marketing transformation, but due to the workload it becomes intangible.
- 2 full-time employees of the copy center. Last year, with the entrance of new employee, the copy center has significantly widened the range of services proposed to the clients. However, sometimes they do not have enough hands to attend all the clients in a timely manner, thus, Tiago and Carlos are often involved.

All the other tasks such as accounting, site technical support, delivery and, sometimes, customs clearance are outsourced to external service providers. The company also has a wide network of technicians in Leiria, Porto, Faro, Azores and Madeira, that can be contacted in case the client needs some help on-site. Though, to execute the desired e-marketing changes, the managers prefer to hire one more person for the team to be able to take care of the new tasks, than give extra workload to existing staff, to let them explore the area. As noticed before, outsourcing this type of tasks would mean losing control of the situation that could harm the perceived professionalism of the company. The desired profile of the person includes solid technical knowledge, marketing and communication skills, foreign languages proficiency (Spanish and English in the first place, as the firm already chosen Spain as its first destination for future internationalization). However, the biggest constraint in hiring such a person is not a financial restriction, but the manager’s reluctance to delegate the power to “someone from the street”, as all the workers of MqP are friends and family.

Financial and tangible resources

Being a micro company, MqP does not have many financial resources. However, importing machines allows significant margins on the equipment and rich technological

knowledge permits the company to perform high-quality support with little expenditure, thus, provide a kind of consulting services. Thus, in addition to the copy center and the warehouse in the same building, the past year the company managed to acquire one more spacious warehouse located 10 minutes’ drive away. This acquisition permitted MqP to better manage its extensive stocks, which in turn enables the firm to provide immediate delivery of products.

Informational resources

The firm possesses the following resources:

- In 2013 MqP adopted Sage Retail software that allows them to proceed the billing and control products’ stocks;
- The site that works as main sales tool, was made and is supported by an informatics company, while the contents are controlled internally;
- YouTube channel, being adopted recently as a data warehouse for demonstration videos;
- TeamViewer that permits the employees provide online software support to the clients and set up the equipment during offline installation process.

4.6.2 Performance analysis

Table V shows one of the concerns of MqP’s managers: though in absolute numbers the company turnover keeps growing, the annual growth has noticeably slowed. The abrupt increase of the sales in 2014 was connected to the introduction of the professional site and, soon after that, Google Ads. The main reasons for slowing growth, according to management, are HR issues and the lack of use of new marketing and communication tools.

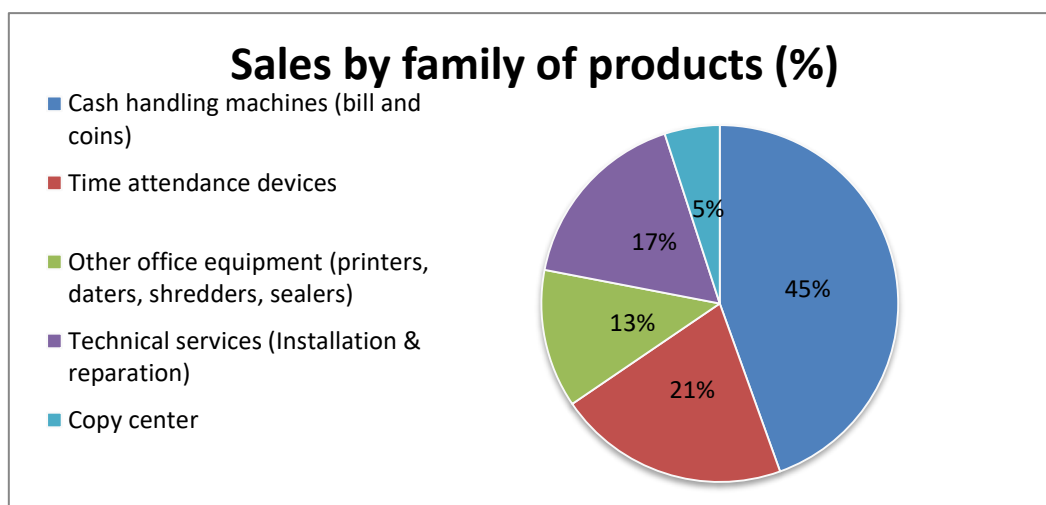
Table V: MqP’s annual turnover (in thousands €).

Year	2013	2014	2015	2016	2017	2018	2019
Volume of sales	121	192	228	282,1	337	361	390
Annual growth	-	+59%	+19%	+24%	+19%	+7%	+8%
*prediction based on actual sales of this year in comparison to the same period last year							

4.6.3 Product portfolio analysis

For the sake of simplicity all the products of MqP were divided in 3 families: cash-handling equipment, time attendance machines and other office equipment. The technical support being an important source of income was also distinguished into a separate group. The 5th group includes the products and services provided by the copy center, as the firm’s two branches have a unique billing system. Figure 3 shows the firm’s sales by the family of product in 2018.

Figure 3: MqP's sales by family of products in 2018.



4.6.4 Analysis SWOT and TOWS

The following analyses permit to summarize market threats and opportunities (external factors and company’s strengths and weaknesses (internal factors) in order to formulate the strategies that help the firm to use its resources in the best possible way.

Table VI: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Personalized client relations; - Flexibility of micro enterprise; - Know-how, staff with extensive experience in the sector; - Geographical coverage (net of agents around the country for installation and technical support); - Good location (for national sales); - Provides extended guarantee period for the 	<ul style="list-style-type: none"> - Lack of resources (micro company); - Shortage of staff; - Lack of “new blood”; - Difficulty to delegate: use of qualified staff for unqualified work; - Conservatism in “doing business” that can lead to the loss of great business opportunities; - Lack of organization at the point of sale and at the

products; - Free remote support; - In-house technician for products repair; - Positive work environment; - Long-established and trustworthy suppliers; - Online presence, e-commerce; - Competitive prices; - Considerable level of product differentiation.	work place; - Not advantageous location (for internationalization).
Opportunities	Threats
- Globalization and unification of customer habits; - Growing demand for time equipment (Portuguese law); - Appearance of new technologies; - International use of €, appearance of new banknotes; - Development of e-commerce; - Recycling and focus on ecology; - Client preference to buy from national/EU supplier.	- Decrease of cash usage; - E-documentation; - Entrance of big players, with economies of scale; - Entrance of foreign distributors; - Appearance of new technologies; - Preoccupation of the customer with the technical support; - Growing number of unnecessary technical support inquiries.

Table VII: TOWS Matrix

Internal Factors External factors	Strengths	Weaknesses
Opportunities	<ol style="list-style-type: none"> 1. On-line presence 2. Technological know-how and experience in the sector 3. Personalized client relations 4. Location and agents' network 	<ol style="list-style-type: none"> 1. Shortage of HR 2. Problems with delegating 3. Conservatism in doing business 4. Lack of organization on point of sale and working place
<ol style="list-style-type: none"> 1. International trade, unification of customer habits 2. Importance of “green behavior” 3. Constant appearance of new technologies 	<ul style="list-style-type: none"> • Develop e-marketing tools to push up the sales; • Adjust e-commerce tools for penetration into foreign markets (Spain in the first place); • Communicate a less-waste strategy. 	<ul style="list-style-type: none"> • Embrace new technologies to diversify the offer • Hire a new employee (technical knowledge + language) • Move part of the operations from the copy center
Threats	<ul style="list-style-type: none"> • Tailor-made solutions for every client; • Importance of client relations development. 	<ul style="list-style-type: none"> • Continuous formation of the personnel; • Optimize the tasks, outsource not important work; • Need of new HR solutions.
<ol style="list-style-type: none"> 1. Customer preoccupation with technical support, high amount of routine everyday requests 2. Economies of scale, threat from big players 		

5 MARKETING DIAGNOSIS

5.1 Corporate objectives

To maintain the success and enhance the steady growing of the business the management wants to implement new procedures and new forms of communication.

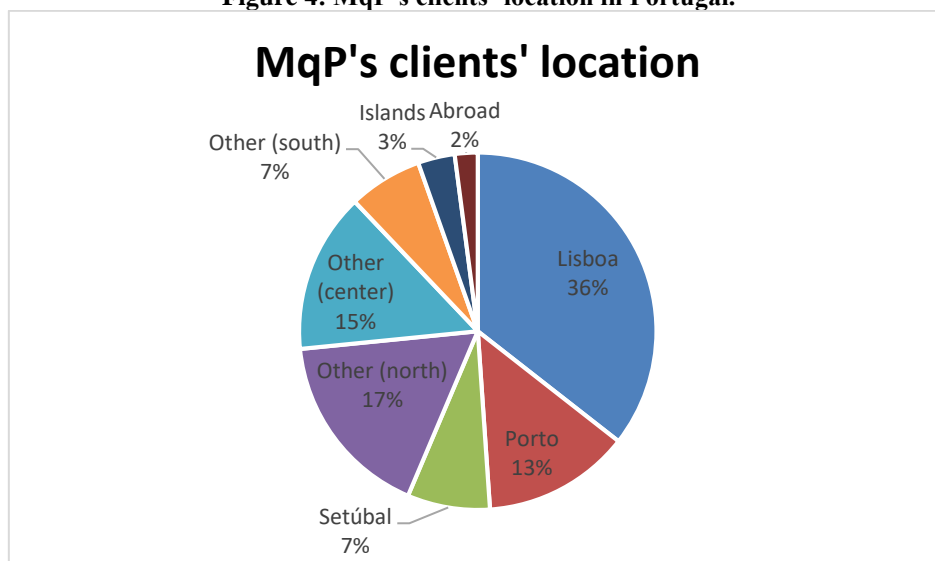
The main goals are:

- Increase brand notoriety and recognition;
- Develop an image of trust and professionalism;
- Improve customer relations, adapt new CRM techniques;
- Amplify product portfolio;
- Explore new markets, Spain in a first place (long-term).

5.2 Segmentation targeting and positioning

The marketing survey showed that the dimension of MqPs clients is as follows: 70% are micro firms, 27% are small businesses and 3% are medium enterprises. Regarding the location, 98% of the clients in the database are Portuguese, especially concentrated in Lisbon Metropolitan Area (Lisbon and Setubal) and Porto region. However, Figure 4: MqP’s clients’ location in Portugal. shows that the clients are dispersed through the whole country. Interestingly, 2% of all the clients are from foreign markets, which can be separated in two groups: 1% from Europe (primary from UK and Spain) and 1% from PALOP (primary Angola and Cape Verde).

Figure 4: MqP’s clients’ location in Portugal.



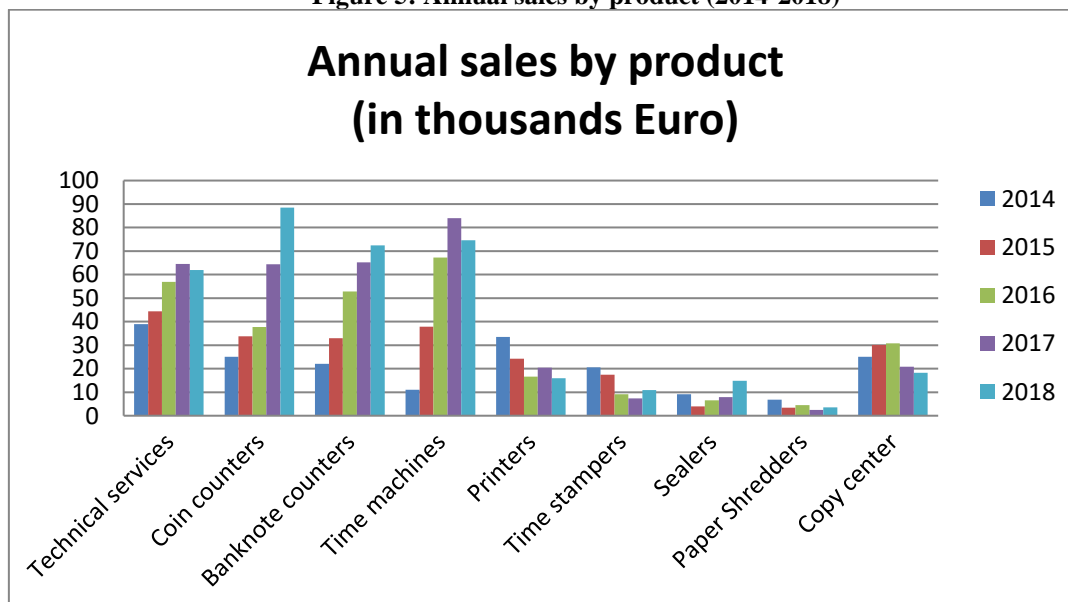
It was impossible to distinguish particular sectors for clients of MqP, thus, we can assume that the need for such kind of equipment is transversal. Consequently, the target audience are Portuguese SMEs, with a focus on micro companies from Lisbon. However, to support the long-term goal of geographical expansion the sales tools should be adapted to clients from the UK, Spain, Angola and Cape Verde. Regarding the positioning, the company stands out as high-technology online distributor who pretends to be close to its client (see Figure 2).

5.3 Marketing Mix

5.3.1 Product

Figure 5 shows the dynamics of the firm’s portfolio in the last 5 years. As the share of cash-handling equipment in the portfolio grew almost twice (1.88 for coins and 1.75 for banknotes) and the share of time-attendance machines grew 3.6 times, it is recommendable to focus on these products with high demand. The other products, although not the core of the company’s portfolio, complement the supply and are mainly purchased by existing clients, so it does not require additional promotion actions.

Figure 5: Annual sales by product (2014-2018)



An intangible though important product is technical support. Currently, the remote support is free for an existing client, so often they call with the same issue (e.g. how to

change equipment time every March and October) or abuse with the little adjustment they could have find in the manual. That consumes a lot of working time of the staff, keeping them out of strategic tasks. There were two solutions proposed by the researcher: 1) anticipate these questions with efficient communication or 2) introduce a paid line or monthly plans for unlimited support. However, since technical support is a sensitive customer issue, the second solution needs further investigation and should be implemented with caution.

The survey showed customers' satisfaction with the product quality, choice of equipment and technical support (4.6/5, 4.3/5 and 4.3/5, respectively). Purchasing a new warehouse also allowed optimizing the delivery time (4.6/5) by having products in stock. According to the analyses of competition, it is interesting to explore additional complementary products, such as access control equipment. However, the same HR issues are currently a constraining factor, as access control requires time-consuming installation and time-attendance machines involve a big amount of technical support.

5.3.2 Price

The clients highly evaluated MqP's prices (4.7/5). Many of them stated that, when started looking for a machine, they did not incline to or even know any particular brand, so they had chosen the supplier proposing a cheapest price or the best quality for a price. A long search for trustworthy foreign suppliers permitted MqP to avoid intermediaries and achieve great value for money. Concerning the products being high-tech, price also serves as a quality benchmark, with elasticity driven by competitors and demand. It means that the equipment usually has enough margin for the price and payment conditions being negotiated for each client. According to the analysis of the competitors MqP could rise the prices by 5-7% without losing a competitive advantage of “the best price”.

The research also showed that MqP machines, as in general the equipment proposed by Portuguese sellers, are often cheaper than in other EU countries. That could be possible explained by lower cost of life and lower salaries. All in all, even including delivery costs, the company can make a better offer for a foreign customer. This way it is only needed to ensure that the clients' preoccupation with technical support and firm's trustworthiness are met.

5.3.3 Place

Consistent with MqP statistics more than 90% of the customers find the company on-line. The site being the main distribution tool gives strong competitive advantage, as only 39% of all Portuguese companies are present on-line and only 27% do business via internet, the numbers are even lower for micro enterprises: 32% and 9% respectively (ACEPI, n/d). The data collected by INE (2018) proves that 79% of on-line buyers prefer to buy from a national seller or from EU if there is no domestic supplier. For all focus products of portfolio MqP always appears in the first page of Google search, where about 90% of traffic clicks concentrates (Shelton, 2017). Although users evaluated the site 4.4 out of 5, there are some improvements to be introduced, for example, develop a better FAQ guide that was reported to be very important by 55% of the clients. As offline sales proved to have great importance for the customer, the professionalism passed by the site should be also reflected in the point of sale.

5.3.4 Promotion

The company managers agree that communication is the weak spot of the company. 98% of the respondents said they did not hear about the brand before they made a purchase. At the same time, many of them stated they did not know any competing brands either. First of all, the recommended actions for promoting the firm's trust worthiness and recognition are:

- Try the customer referral program (48% of respondents appreciate an acquaintance's recommendation);
- Use customers review websites (55% of clients evaluate the company by online reviews), e.g. Trustpilot or Google, and promote the clients leaving a review after.

The company is advised to emphasize its desire to be closer to the client, having an efficient dialog and anticipating their needs and modern trends:

- Pay attention to the translation of the content into Spanish and English. Even though the English version has been implemented for some years, it is barely reviewed, having errors and some parts of text in Portuguese;

- Develop a FAQ section, as the existing Terms and Conditions are ponderous and not user friendly. It can be beneficial to improve initial description in the list of the equipment to help the clients choosing (who are usually are not experts in the sector);
- Explore new ways of communication: 22% of respondents chose Facebook and 69% would like to get a newsletter for the latest news. Unfortunately, a group called “Mais que papel” already exists in Facebook, having 188 followers and proposing a course of illustration. Concerning these two facts, it is preferable to focus on newsletter first. Though only 2% of the clients showed their interest in YouTube, the company should keep developing it, as the platform is optimal to share the videos of equipment. This way of communication would allow far-located customers see the functionality of a machine before purchasing it;
- Together with newsletter, the company has many opportunities to use e-mail marketing to send potentially useful information directly to the owners of particular devices. For instance, it can be a video instruction how to change time-attendance machine to winter time or a reminder that it is now possible to update banknotes-counting machine for new banknotes. This will not only show the MqP concern about its clients but also spare the staff from unnecessary technical support quires;
- To ensure brand consistency in the point of sale and while visiting clients’ premises, it is recommended to wear brand-color clothing with the company logo (this service is provided by the copy center and will make an additional announcement for it);
- Currently the offline clients are being attended in the copy center, where the managers have their working space. The equipment is demonstrated in the warehouse that situated next door. Both spaces are small and disorganized. There is also no outside or inside advertisement connected to machines (only copy center services). The offline experienced being important to the customer, it is recommended to move the stocks to the new warehouse, leaving only the demonstration devices in the old one, arranging the space and putting some ads;
- The company has two services that would emphasize its notoriety if properly communicated. First, MqP has special proposition for resellers. This fact, together with attracting more corporate clients, highpoints the size of the business. Second, it is possible for a client to deliver their old (often outdated) machine in exchange for a

discount on a new one. It is a good way of recycling old equipment which presents the company as sustainable, socially responsible and environment friendly.

5.4 Resource allocation, implementation & evaluation

Until the end of the year the managers of MqP intend to make certain changes and implement new tools for business development. It is important that the proposed plan meets the firm’s challenges without implying any great investments unbearable for a micro company. At the same time, it requires significant time spending of one of the managers, that is why its implementation is intrinsically linked to HR planning.

Table VIII: Implementation and resource allocation plan

Area	Action	Timing	Implementation	Budget
HR	Hire a new employee	Until the end of 2019	Carlos & Tiago	Salary 850€
E-mail marketing	Elaborate topics for DM and newsletters for 6 months	Sep 2019	Tiago & site support company	50€ for layout (monthly)
Brand notoriety	Register a TrustPilot account	Oct 2019	Tiago	Free account
Site	Communicate pick up of old machine and reselling option	Oct 2019	Tiago	-
	Add description and improve comparison	Oct 2019	Tiago & site support	-
	Develop FAQ section	Nov 2019	Tiago	-
	Make customer satisfaction questionnaire constantly available on the site	Nov 2019	Tiago	-
	Review site translation and adaptation	Dec 2019	Tiago	-
Social media	Make new product videos for YouTube	Dec 2019	Tiago and the whole team	-
Offline image	Choose, order and stamp the uniform	Oct 2019	Copy center team	80€ (8 T-shirts, 4 sweatshirts)
	Move the stock, clean and brand the POS	Christmas & NY season	The whole team	50€ (materials and gasoline)

Although this plan was elaborated with the participations of the managers and with their approval, the researcher has no control or guarantee that it will be implemented in whole. The control of the implementation of marketing actions will be made by

managers, informally and periodically, and will include measuring the following results: sales by family of products, number of new and returning clients, customer satisfaction.

6 CONCLUSION

Formal planning in small and medium enterprises is as necessary as in large corporations, it helps understanding company's current situation, setting goals and establishing a set of actions to achieve them. It also allows being on top of market trends and competitors' news. All in all, planning leads to a better performance. Before this research, the company managers were concerned about slowing down growth of the business, but they did not understand the reasons. They were thinking about internationalization as a remedy, however, according to the results of this study, it would not change the situation before the internal problems are resolved.

The proposed results and actions were based on internal and external analyses. In general, the external conditions proved being encouraging: favorable legislation, opportunities provided by eurozone, price leadership amongst the competition – all that contributes to competitive advantage of the firm. Although, the client survey proved that the customers are strongly satisfied with the quality of products and services, they are not familiar with neither MqP brand nor other brands in the sector. It opens a great opportunity for strengthening brand recognition by promoting company's professionalism with adequate marketing and communication tools. The Marketing plan considered important particularities of B2B Marketing and e-marketing, namely concerning segmentation and marketing mix. The insights on clients' preferences, provided by the survey, made base for elaboration of the marketing strategy. Some of competitors' best practices revealed by external analysis were also considered.

The execution of this master's work contributes to better coordination of the company's efforts and more efficient use of resources to achieve the desired position in the market: being a modern digital retailer that is close to its clients, both offline and online. Although, the project was well received and highly evaluated by the management of MqP, there is always place for improvement and follow-up, as to fulfil the timing and the rules defined by ISEG, the analyses were shortened to most relevant, fundamental information.

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APPENDICES

Appendix I – Marketing plan: theoretical models

Gilligan and Wilson (2009, p.61)	Kotler and Armstrong (2011)	McDonald and Wilson (2011, p.58)	Wood (2007, p.5)
<ol style="list-style-type: none"> 1. Executive summary 2. Context in which the plan is developed 3. Vision, mission, strategic challenges 4. Market and situation analysis 5. Internal analysis: strengths, weaknesses and capacity estimates 6. External analysis and market study 7. Critical factor analysis, positioning to minimize threats and explore opportunities 8. Key assumptions supporting the plan 9. Target market and its characteristics 10. Marketing objectives by market, product, segment, and brand 11. Positioning 12. Marketing strategy and strategic positioning 13. Marketing mix 14. Brand development 15. Budgeting 16. Review and possible reformulation of objectives 	<ol style="list-style-type: none"> 1. Executive summary; 2. Current marketing situation; 3. Threat and opportunity analysis; 4. Objectives; 5. Marketing strategy; 6. Action programs; 7. Budgeting; 8. Control. 	<p style="text-align: center;"><u>Objectives definition:</u></p> <ol style="list-style-type: none"> 1. Mission; 2. Corporate objectives; <p style="text-align: center;"><u>Situation review:</u></p> <ol style="list-style-type: none"> 3. Marketing audit; 4. Market overview; 5. SWOT analysis; <p style="text-align: center;"><u>Strategy design:</u></p> <ol style="list-style-type: none"> 6. Assumptions; 7. Marketing objectives and strategies; 8. Estimation of expected results and identification of alternative plans; <p style="text-align: center;"><u>Resource allocation and monitoring:</u></p> <ol style="list-style-type: none"> 9. Budget; 10. Detailed implementation program. 	<ol style="list-style-type: none"> 1. External and internal analysis of the current situation; 2. Research and analysis of markets and consumers; 3. Segmentation, target audience and placement; 4. Definition of plan objectives; 5. Marketing strategies and programs; 6. Defining ways of measuring progress and performance; 7. Implementation, control and evaluation.

Appendix II – Data Collection sources

Structure	Content	Source of Information
Executive summary & business description	<ul style="list-style-type: none"> ▪ Company history ▪ Business concept 	✓ Interview with managers
Objectives definition	<ul style="list-style-type: none"> ▪ Mission ▪ Vision ▪ Values ▪ Corporate objectives 	✓ Interview with managers
Situation review	<ul style="list-style-type: none"> ▪ External analyses <ul style="list-style-type: none"> - PESTEL analysis - Analysis of the sector - Analysis of the competition - Porter’s 5 Forces analysis - Market study - Critical success factors 	✓ Statistical secondary data <ul style="list-style-type: none"> - ACEPI - AEP - Banco de Portugal - Euromonitor International - EUROSTAT - IAPMEI - INE - OEC - PORDATA - Trading Economies International - WBCSD - WEF - Marsh ✓ Competitors’ web-sites, social media ✓ Clients survey
	<ul style="list-style-type: none"> ▪ Internal analyses <ul style="list-style-type: none"> - Analysis of resources - Portfolio analysis - Performance analysis - SWOT analysis - TOWS analysis 	✓ Interview with managers ✓ Sales reports ✓ Financial reports ✓ Company’s web-site ✓ PESTEL analysis
Strategy formulation	<ul style="list-style-type: none"> ▪ Objectives ▪ Segmentation, targeting and positioning 	
Marketing mix & brand development	<ul style="list-style-type: none"> ▪ Product ▪ Price ▪ Place ▪ Promotion 	
Resource allocation, implementation & evaluation	<ul style="list-style-type: none"> ▪ Budget & Implementation plan ▪ Monitoring and evaluation plan 	

Appendix III – Interview Guide for Management

1. How did the MqP start?
2. What mission, vision and values of MqP?
3. What is the product portfolio?
4. How many employees do you have? Roles and competences?
5. What is the customer profile?
6. What strategies are used to build customer loyalty?
7. Does MqP have direct competitors? Who they are? What makes you name these companies?
8. What differentiates MqP from its competitors? How it is better than them?
9. What problems MqP has and what is their origin?
10. Where do you see your company in short/long term perspective?

Appendix IV – Client Questionnaire

One of our core values is customer satisfaction. Please complete the following questionnaire and help us improve. Your participation is totally anonymous and will not take you more than 5 minutes.

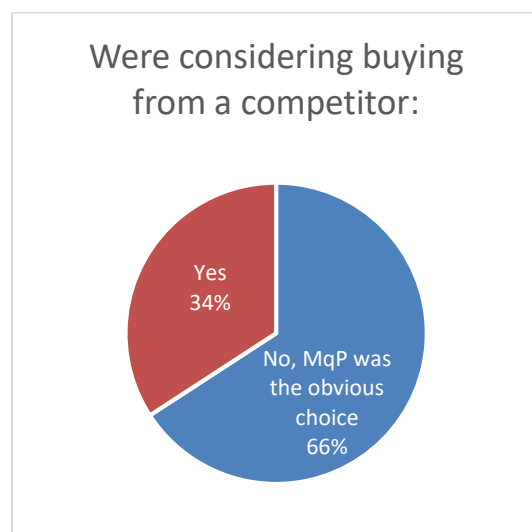
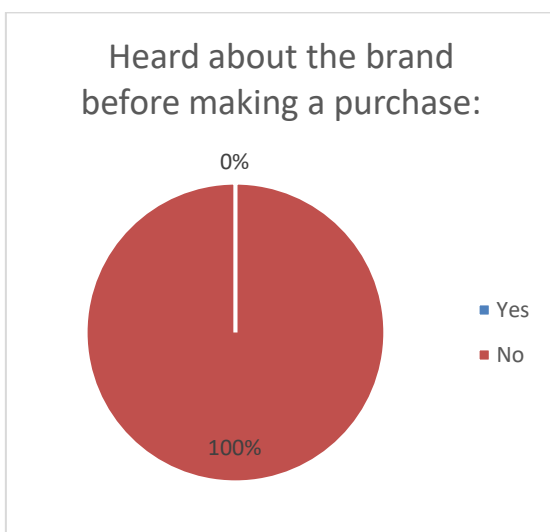
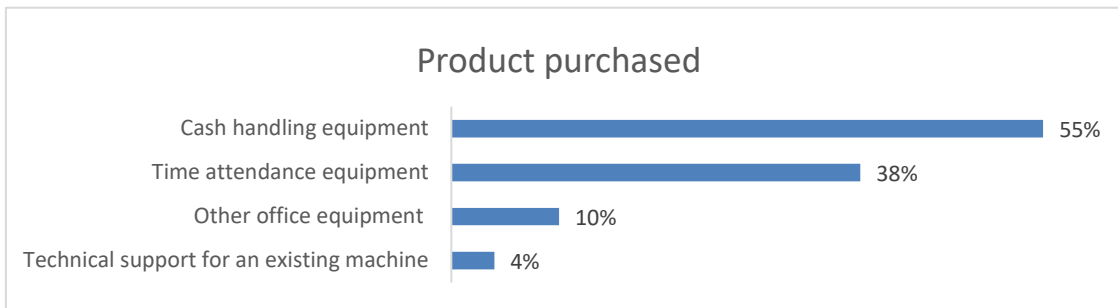
1. What kind of machine did you buy from us before? (checkbox)
 - Cash handling (notes/coins)
 - Time attendance
 - Other office equipment (printer, shredder, sealer, data stamps)
 - I did not buy anything yet but requested a technical support for already existing machine
2. Did you hear about us before making a purchase?
 - Yes
 - No
3. When you bought a machine were you thinking about purchasing from another company? Would you investigate the competitors for the next purchase? If yes, which one(s)?
 - No, MqP was/is the obvious choice
 - Yes, _____

4. Please rate your satisfaction connected to the next:

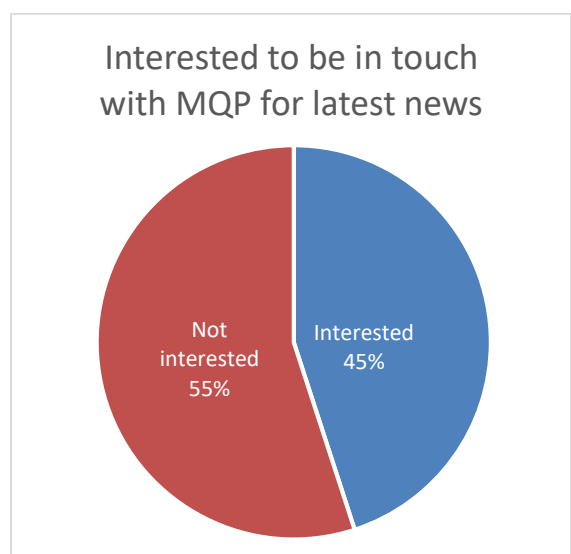
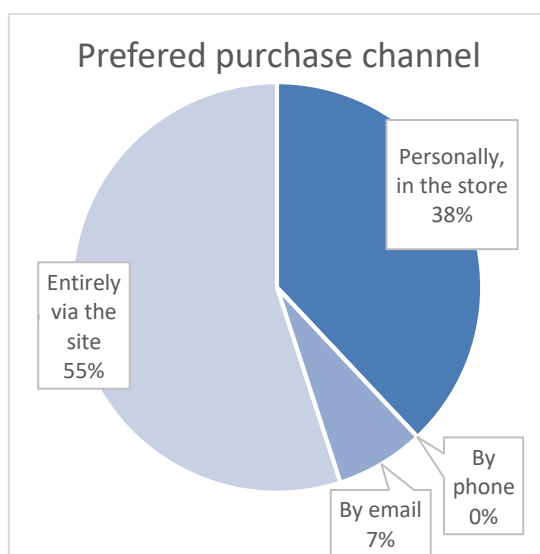
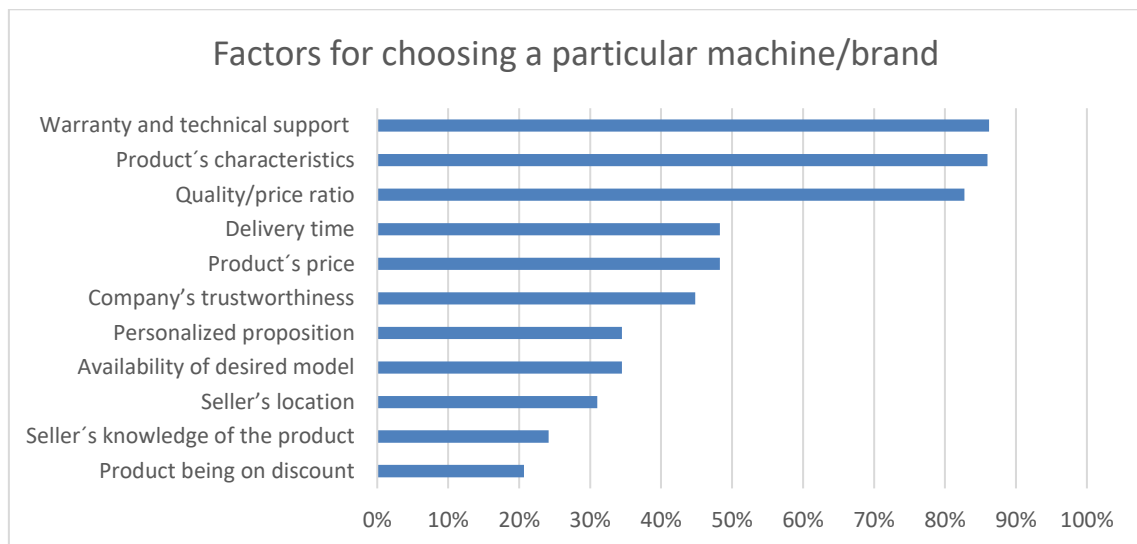
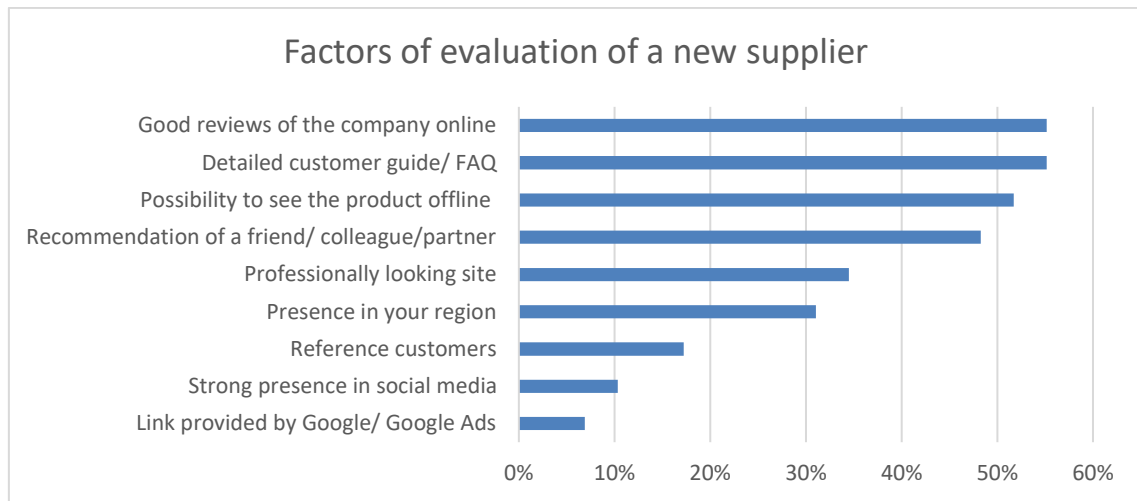
	Completely unsatisfied	Unsatisfied	Neither unsatisfied, nor satisfied	Satisfied	Completely satisfied	N/A
Quality of the site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Choice of equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Prices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Easiness of the process of purchase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Speed of delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Installation process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Machine's quality and functionality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Technical support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

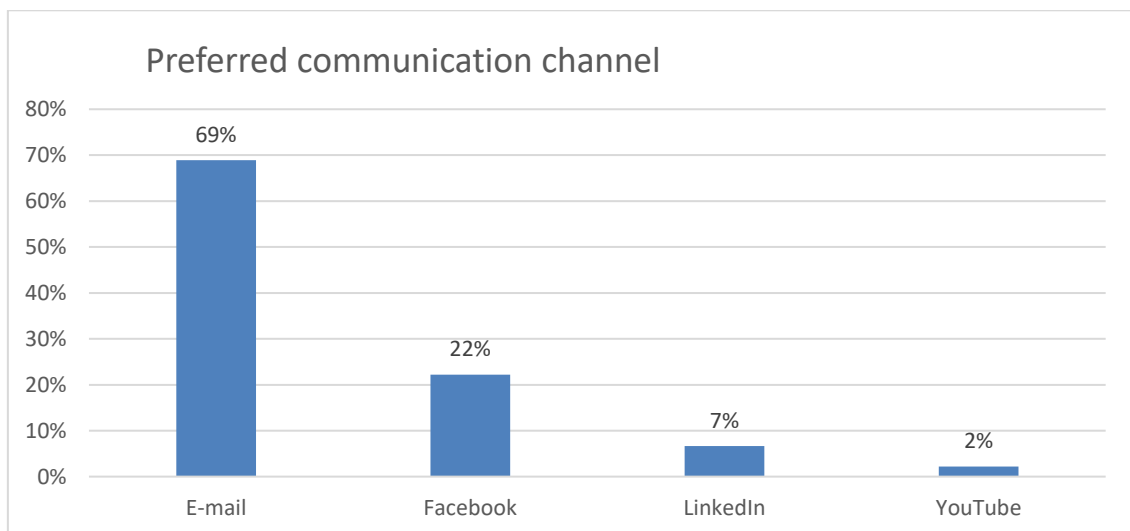
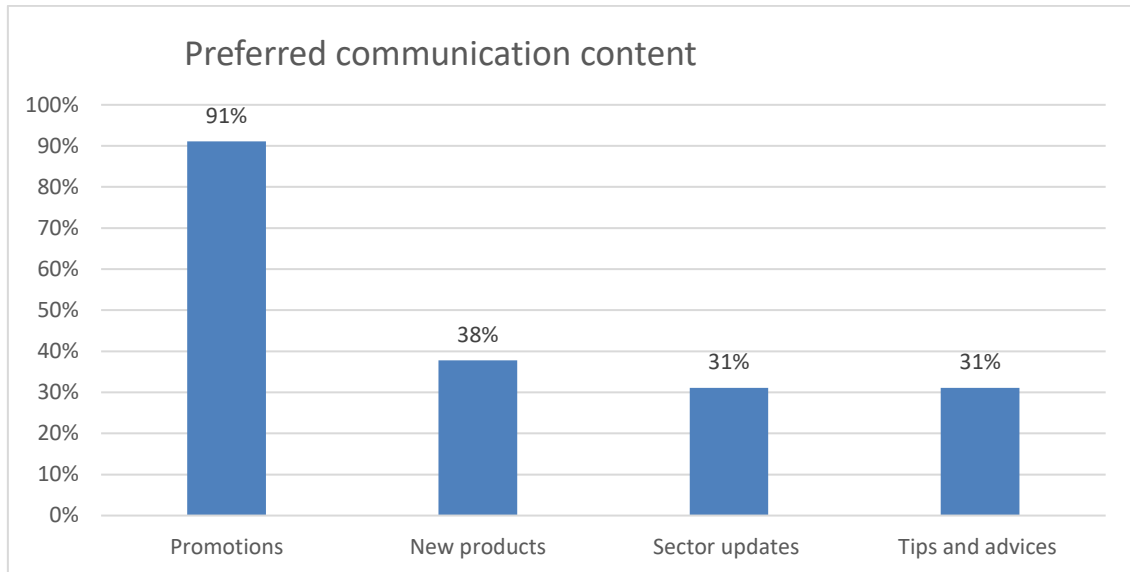
5. If you need to purchase the equipment from a NEW SUPPLIER, what factors help you evaluate it? (max. 4)
- Recommendation of a friend/ colleague/partner
 - Link provided by Google/ Google Ads
 - Professionally looking site
 - Strong presence in social media
 - Good reviews of the company online
 - Presence in your region
 - Possibility to see the product offline before buying (store/representative)
 - Detailed customer guide/ FAQ
 - Reference customers
 - Other _____
6. What is the most important factor for you to choose a machine/supplier? (max 6)
- Product's characteristics
 - Product's price
 - Quality/price ratio
 - Product being on discount
 - Availability of desired model
 - Delivery time
 - Seller's location
 - Seller's knowledge of the product
 - Warranty and technical support
 - Company's trustworthiness
 - Personalized proposition
 - Other _____
7. How do you prefer to buy such type of equipment?
- Entirely via the site
 - By sending an email
 - By the phone
 - Personally, in the store
8. Would you be interested in receiving such news as:
- New products
 - Promotions
 - Sector updates (legislation changes, issue of new banknotes, etc.)
 - Tips and advices (software update, technology adjustment, etc)
 - No, I am not interested
9. Would you be interested in receiving these news via:
- E-mail
 - LinkedIn
 - Facebook
 - Instagram
 - YouTube
 - Other _____
 - No, I am not interested
10. Tell us about the company you represent:
- How many employees does it have (approximately)?
- What sector does it operate in?
- Which region is it located in?

Appendix V – Survey Results



Clients satisfaction with MqP products and services							
	Completely unsatisfied	Unsatisfied	Neither unsatisfied, nor satisfied	Satisfied	Completely satisfied	N/A	Weighted average
Prices	0%	0%	0%	28%	72%	0%	4,7
Machine’s quality and functionality	0%	0%	0%	39%	54%	7%	4,6
Speed of delivery	0%	3%	0%	31%	66%	0%	4,6
Quality of the site	0%	0%	0%	59%	41%	0%	4,4
Easiness of the process of purchase	0%	4%	0%	48%	48%	0%	4,4
Installation process	0%	0%	7%	29%	36%	29%	4,4
Technical support	0%	4%	7%	18%	36%	36%	4,3
Choice of equipment	0%	0%	2%	62%	36%	0%	4,3





Appendix VI – Competitors

	Competitors: Marketing Mix
Solid Security	<p>Product. Competition products are cash-handling and time-attendance equipment. Other related products: access control.</p> <p>Price. 10% to 20% more than MqP for machines with same functionality. Prices for time machines are not available online, scarce of low-cost cash-handling devices.</p> <p>Place. Sales via its internet site. Located in Tunes, Algarve.</p> <p>Promotion. <u>Advantages:</u> mission and vision, PDF catalogue to print out. <u>Disadvantages:</u> 2 sites with slightly different design but the same content. Neither of them seems newer or better, which confuses a customer. There is a “video” button under each product, but no video. There is a LinkedIn page of a firm in Netherlands that has the same logo and sector, however, it is unclear if they are related. On FB, there are many other Solid Securities from different sectors.</p>
Safe Scan	<p>Product. Competition products: cash-handling and time attendance equipment. Own brands: SAFESCAN and TIMEMOTO. Also propose time cloud service (SaaS). The technical support in Portuguese only by written, the phone – international call (Holland).</p> <p>Price. Cash machines: 15-20% more than MP’s; time equipment 20-40% more expensive.</p> <p>Place. Headquarters in Netherlands, there is no own office in Portugal, but the products are on sale by other retailers, e.g. Staples. There is also a possibility to buy directly through a very professionally looking and user-friendly site.</p> <p>Promotion. Example communication, the best amongst analyzed companies. The firm positions itself as multinational, selling all around Europe, all North America, some African and Asian countries. However, the site is not translated and adapted for many of them (though it is for Portugal). <u>Advantages:</u> There is a history, mission, vision, values, blog about related topics (new banknotes issues, how false cash detection works etc.) and a separate section for distributors. Also, the company mentioned WEEE European Directive, thus, responding to current ecological challenges. The only <u>disadvantages</u> connected to firm’s physical distance (impossibility to see the equipment before the purchase and possible preoccupation with delivery and technical services) are mitigated by large and full customer information section and FAQ for every particular model, a YouTube channel (with almost 100 000 views) and LinkedIn (950 followers).</p>
Prosonic	<p>Product. Printing, banking solutions, electronic security, multimedia systems, professional video, telecommunications. Although the portfolio is quite large, the competition products are only cash-machines (with <u>limited choice</u> – no more than 3 models in each section) and time machines (<u>redistributor</u>, the products are presented in other company’s site). These products do not seem to be the company’s priority.</p> <p>Price. 20-25% more expensive than in MqP. <u>No prices are indicated</u> in the site.</p> <p>Place. Porto Salvo (Lisbon) and Porto. Has representatives in Algarve and Madeira and subsidiaries Angola and Cabo Verde. <u>Site is</u> more of a <u>promotion tool</u>, not really being a marketplace.</p> <p>Promotion. <u>Advantages:</u> vision, mission, values, news section and newsletter, a bar on the site with all company’s social networks: FB (450 followers), LinkedIn (2600 followers), YouTube (800 views). <u>Disadvantages:</u> social media seems to be abandoned for some time, news are not updated since Mar 2018, YouTube since 2016, FB and LinkedIn but have just 2-4 posts during couple of years.</p>
Global 7	<p>Product. The range of products makes a customer question the seller’s professionalism: <u>cash-counting machines</u> together with minimalistic sinks and personal fat minimizer devices. The <u>choice of the competition product is very limited</u> (only 6 machines).</p> <p>Price. Slightly <u>more expensive</u> than MqP’s (~7%). The only payment option is cash on delivery.</p> <p>Place. Sales via its internet sites. Located in Nazaré, Leiria.</p> <p>Promotion: <u>Disadvantages:</u> There are 2 sites: one of them is generic and hard to understand what the company really does, another is dedicated to cash-machines only. The first site has neither the prices, nor any link to the machine shop, though only the 1st one is connected to Google search. There is YouTube channel called “Herbal Direct”, the videos connected to the machines are short (about 10 seconds), low quality and not informative. There are a lot of global 7 firms on LinkedIn and FB but none of them is the one. In general, the brand name does not reflect its occupation. There are many other Global 7s in all possible sectors. <u>Advantages:</u> free phone</p>

	number (808), short history, mission and values elaborated, exists newsletter option.
Delvicon	<p>Product. According to managers of MqP, the firm has a significant share of the cash-handling market by selling its products to big institutions (primary banks). However, it was impossible to get any first-hand information during a mystery shopping. The sales manager was not really interested in a presumably small purchase.</p> <p>Price. Staid uncovered.</p> <p>Place. Literally no presence on-line. The only way to contact the firm is by landline number or pop-up in their office.</p> <p>Promotion. There is no site and no reliable information. The company works directly with the big players (since 1993, this is the oldest company in the list), but for the wide public it virtually does not exist.</p>
Quadricard	<p>Product. Software and hardware for access control, electronic locks, security systems. Competition product: time attendance equipment.</p> <p>Price. No prices in the site, from google adds – landing on ask for budget page.</p> <p>Place: Sales via the site. Office located in Lisbon.</p> <p>Promotion. <u>Advantages:</u> there are only values, no mission-vision, there is bar with social media: LinkedIn(135 followers,), FB (143 followers), Instagram (280 followers). All the accounts are <u>recent</u> (beginning 2018) and <u>active, visually pleasant</u> posts about company news and products. <u>Disadvantages:</u> It is not easy to navigate into the catalogue as it is arranged by brand not by functionality. YouTube (5 videos, from Feb 2018, which do not have value for a potential customer - employee testimonies, low quality generic adds).</p>
Idonic	<p>Product. Electronic access, video surveillance systems, time-attendance equipment.</p> <p>Price. There are no prices available at the site.</p> <p>Place. Apart from main company’s site (idonic.com) there is another one (relogios-de-ponto.pt). This case in the only one in this analysis when it does make sense to have 2 different sites, and it also brings additional value to promotion. Offices in Lisbon, Maia.</p> <p>Promotion. <u>Advantages:</u> Have a social media bar, newsletter, LinkedIn (819 followers), FB (589 followers), very active ~5 posts/ month. <u>Disadvantages:</u> Other social accounts are unsuccessful, not depending on number of posts posts: YouTube (100 views), Instagram (100 followers), Tweeter (16 followers).</p>