



INTERNSHIP REPORT

DIGITAL MARKETING PLAN FOR OPENLINE GROUP

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PORTO'S SCHOOL, JUNE, 2022



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Internship Report presented to IPAM to fulfil the requirements needed to obtain the master's degree in Marketing, developed under the scientific supervision of Professor Miriam Taís Salomão, PhD.

ACKNOWLEDGMENTS

Many people have supported me in this crucial stage of my academic journey.

I use this small space to express my gratitude to my father, who provided me with the opportunity and possibility of achieving this master's degree, representing a dream and goal I wanted to achieve.

To Diana for her patience, care, and love throughout these months of development of this project.

To all my family, who at all times proved helpful, available, and supported me along this path.

To the teacher Miriam Taís Salomão for her availability in clarifying all the doubts that emerged throughout these months and for her help that was very important in the development of this project.

Finally, I would like to gratefully express my gratitude to the Openline Group for their availability to carry out my curricular internship, as well as to all the employees that in one way or another, helped me to achieve my objectives.

ABSTRACT

Following the curricular internship at the company Openline Group, this report aims to develop a digital marketing plan, taking into account that the Openline Group does not have an active digital marketing plan which is essential for having an impact on the digital presence of any organisation.

"Digital marketing is not intended to replace traditional marketing. On the contrary, both should coexist, with interchangeable roles, along the consumer's path" (Kotler et al., 2017, pg.81).

Companies in the construction market, such as the Openline Group, are increasingly betting on digital tools to stand out from competitors. It is essential to carefully plan actions so that the company's digital footprint is consistent with its mission.

This work presents a digital marketing plan for Openline Group, which aims to strengthen its digital presence to retain current customers and attract new ones.

Keywords: Digital marketing plan; Website; Social network; Openline Group Construction and Maintenance; Internship.

RESUMO

No seguimento do estágio curricular realizado na empresa Openline Group, visa o presente relatório o desenvolvimento de um plano de marketing digital tendo em conta que a Openline Group não apresenta um plano de marketing digital ativo tendo esta bastante importância pelo impacto na presença digital de qualquer organização.

“O marketing digital não pretende substituir o marketing tradicional. Pelo contrário, ambos devem coexistir, com papéis permutáveis, ao longo do caminho do consumidor” (Kotler et al., 2017, pg.81).

As empresas presentes no mercado da construção tal como a Openline Group, apostam cada vez mais em ferramentas digitais para se destacarem dos concorrentes, tornando-se imprescindível um planeamento cuidadoso de ações para que a pegada digital da empresa seja coerente com a sua missão.

Este trabalho apresenta um plano de marketing digital para o Grupo Openline, cujo objetivo é fortalecer a presença digital para reter os clientes atuais e atrair novos clientes.

Palavras-Chave: Plano de marketing digital, Website; Redes sociais; Openline Group; Construção e manutenção; Estágio curricular.

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INTRODUCTION

Marketing becomes essential for companies because it is increasingly necessary to identify consumers' wishes and desires to reach the consumer's minds, hearts, and spirits, turning the world into an ideal place to live (Kotler & Keller, 2012).

For a company to succeed in the marketplace, it must plan its future. Marketing planning is a process that allows the company to decide, in advance, how it will use its resources to achieve its goals (Westwood, 2007).

The Openline Group is a company that operates in the sectors of civil construction, building maintenance and HVAC (heating, ventilation, and air conditioning) systems. It is an SME (small and medium business) that has been present in the national market (Portugal) for over two decades. Born in 1998, the Openline Group results from a determined and entrepreneurial vision to be responsible and future-oriented, focused on excellence and customer satisfaction.

The Openline Group felt the need to evolve and be present digitally to increase the general knowledge the population has about the company. Also, it is crucial to demonstrate the work developed and the activities carried out to draw attention to the company.

The Openline Group understands that to keep up with the market and overcome its competitors, retain customers, and attract new ones, a digital presence is essential for the company to maintain direct contact with customers.

A well-developed website helps customers visit regularly and makes it a more regular site to return to (Kotler et al., 2010).

Thus, Openline Group believes that adjustments must be made to how it operates in the digital sphere to renew the contact points through its website and social media. As Openline is an established company in the market that focuses on constant evolution, the main objective of this plan is to strengthen the digital presence to retain current customers and attract new ones.

The website redesign is necessary to improve the experience of current and potential customers of the Openline Group, aiming to decrease the current bounce rate and increase the average session duration, visitors, and average page per session. Being already present in 3 (three) social networks (Facebook, Instagram, and LinkedIn), the Openline Group intends to increase the number of visits to their networks and the followers, likes and comments, engagement, and conversion rate.

Thus, the objective of this dissertation is to develop a digital marketing plan for the company Openline Group that, to this date, does not have one that supports its activities. It is intended that this marketing plan contributes to the more effective planning of actions and, consequently, a better implementation.

For this, it is necessary to work on all the elements that make up the marketing plan and contextualise them in the reality of service, considering the needs of its target audience. The fact that a curricular internship and a future professional internship are possible in this company has increased the performance levels and focus on achieving these objectives.

This dissertation is organized into four chapters: Introduction, in which a guiding line is established regarding the theme developed in this work and a brief reference is made to Openline and its objectives; the literature review, where theories from different authors are addressed on the theme B2B marketing, Digital Marketing and Digital Marketing in B2B; the methodology chapter deals with the methods used to collect and analyse information that will be used for the next step; the Digital Marketing Plan, where the entire strategy proposed to the company is presented both on the website and social networks.

1. LITERATURE REVIEW

1.1.MARKETING PLANNING

A marketing plan is seen as an effective and appropriate tool for managing typical uncertainties in often changing contexts. This planning includes forecasting a series of intentionally organized decisions, recognising available resources and maximising their management, and promoting the strategic ability to link organizational resources and market needs (Pyper et al., 2020; Slotegraaf, 2004).

According to McDonald (2009), a company or organization's competitive vision is enhanced when a marketing plan is structured with care that goes beyond reinforcing the organizational identity resulting in an impact that goes beyond direct customers.

1.1.1.The Importance of the Marketing Plan

As a result of the advance in technology and globalization, the constant developments in technology, knowledge, and information, access to them has been facilitated and has become increasingly faster. Additionally, the generalization of internet access has brought adherence to mechanisms that subtly influence connectivity (Terra, 2011). According to Almeida et al. (2010), these represent some reasons that indicate companies and organisations need

to prioritize customer contact lines and marketing strategies. The added value of adopting marketing plans is in predicting customers' needs and choices to offer them various products and services that can be compared and distinguished depending on their added value.

Also, according to Pereira (2016), planning is an answer that brings together possibilities of working with the uncertainties and complexities of each organization and its demands.

It is necessary to consider the constant changes that have been occurring in society, including the demands arising from unexpected events such as the current pandemic situation, for organizations to strengthen and invest in their know-how, marketing, and communication skills to position themselves in the market (Bueno, 2005).

For Kotler and Keller (2012), the conception of a marketing plan is fundamental for an organization to develop solidly without neglecting its objectives and goals. In the development of the marketing plan, the north direction to take is always generated through the idealization of the customer as a starting point reference. Furthermore, it must include a communication strategy that will outline and make a difference in the market, creating added value through a consolidated organizational identity, credibility, and visibility towards customers and potential customers. The strategy involves determining the goal and objectives to be achieved and choosing the means and resources to be invested, enhancing clear and concrete communication.

According to Drummond et al. (2010), the importance of planning in marketing is characterised as the advantage of exploring and anticipating how

social and organizational transformations will impact organizations, transferring the organizational perspective and goals into long-term strategies.

1.1.2. Common Phases of a Marketing Plan

There are several options when discussing the phases of a strategic marketing plan because each organization has its structure and needs, and a plan that fits the organization must be designed.

According to McDonald and Wilson’s (2011), a strategic marketing plan is based on four-phase with ten steps, as shown in figure 1.

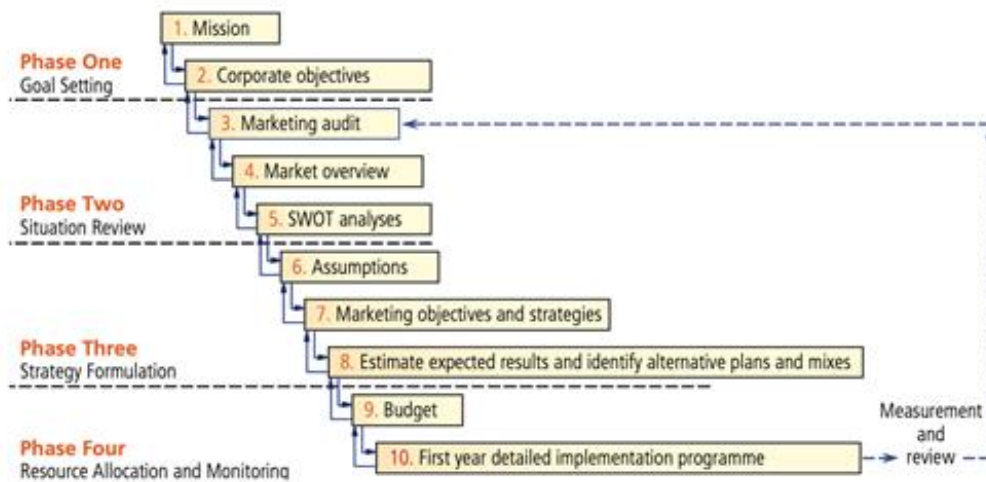


Figure 1 - The four-phases marketing plan

Source: McDonald and Wilson (2011, Pg. 41)

Step1 – Phase One – Mission Statement

The first step of phase 1 (goal setting) is to precisely define the company's core mission so that the organisation members understand and embrace the

building of the organization's culture and identity. According to the author, there are three types of mission.

- Type 1 "Motherhood" - This is usually found within annual reports and is designed solely to "stroke", as referred to by the author, the shareholders.
- Type 2 "The real thing" - This mission statement is the real thing, unique to the organization and has a direct impact on the behaviour of its employees at all levels.
- Type 3 "Purpose statement" - Fulfills the purpose in the organisation's strategy, department or product group.

The author states that companies should avoid using generic missions as they have no real contribution or meaning.

Step 2 – Setting corporate objectives

The priority objectives for the organization should be established, which will serve as a guideline and values that will steer the establishment and possible changes of the strategic marketing plan.

Step 3 – Phase Two – The Marketing Audit

Considering the growth of industries and the short life cycle of products, a yearly stop at a specific point in the planning cycle is necessary to analyse which external and internal factors influenced the company's performance.

The author mentions that any company that does an audit will find two types of variables. The variables that the company has no control over, for example: economic and market factors and the variables that the company has

absolute control over that are, for example, operational variables. Considering this, the best way to structure an audit is in two parts, external and internal.

In the external audit, everything that is external to the company is taken into consideration:

- Business and economic environment
- Economic and political factors
- Technological factors
- The market, its size, growth, trends and characteristics
- Competition

In the international audit, the following topics are considered in its structure:

- Own sales
- Market shares
- Profit margins, costs
- Marketing information / research
- Marketing mix variables

Step 4 - Market Overview

In this step, the main questions should be answered:

- What the market is?
- How it works?
- What the critical decision-making points are?
- What the segments are?

The market definition is fundamental to success, and according to the author, it must be done in terms of a set of needs and not in terms of products/services. Furthermore, it also states that it is at crucial decision points that market segmentation should take place as a segment is a group of consumers who have the same or similar needs.

Step 5 – SWOT Analyses

The same author states that there is always a danger that insufficient attention will be invested in the audit stage and that it is necessary to determine the trends and developments that will affect the company. Since the purpose of the audit is to indicate what the marketing objectives and strategies should be, it is helpful to use a format in which it would be possible to organize the significant findings.

Therefore, this format is called SWOT, a summary of the internal strengths and weaknesses as they relate to external opportunities and threats. Thus, SWOT should be done for all segments considered necessary for the company's future.

Step 6 – Phase three – Assumptions

After completing the marketing audit and SWOT analysis, it is time to write the assumptions (McDonald & Wilson's, 2011).

Time to bring together the results found in the previous stage and formulates assumptions that will contribute to the objectives to be achieved by the organization in the strategic plans. The assumptions should be few, and if it

is possible to make the plan without considering them, then they are not necessary.

Step 7 – Marketing objectives and strategies

The next step is writing the marketing objectives and strategies since they, following the author, are the key to the whole process.

Marketing objectives are about products and markets, advertising, pricing, and service levels, among others, are the means (strategies) used to accomplish the marketing objectives. Marketing objectives must be related to the following points mentioned by the author:

- Existing products for existing markets
- New products for existing markets
- Existing products for new markets
- New products for new markets.

A marketing objective must be measurable, otherwise, it is not an objective.

Step 8 – Estimate Expected Results and Identify Alternative Plans and Mixes

This stage is related to predicting results and formulating hypotheses and alternative scenarios to prepare answers for various scenarios. At this point is usual to employ judgment, analogous experience, and field tests, among others, to test the feasibility of the objectives and strategies.

Step 9 – Phase four – The budget

The author states that in most cases, the budget will be developed for the three years of the strategic marketing plan, but there should also be a detailed budget plan for the plan's first year.

Strategies are evaluated at approximately budget value. If they are not financially feasible, it is time to propose new strategies and costs until a satisfactory solution is found. According to the author, budgeting in this way is easier because it is closer to the actual final value.

Step 10 – First Year Detailed Implementation Program

In the last step, the author states that the one-year tactical plan is divided into subcategories where each of them is supported by detailed actions and strategies.

The construction of specific operational plans appropriated to the context of the organization, fulfilling the function of advertising, or meeting the specific needs of a market is included by the author in the first-year detailed implementation program.

1.1.3. Main Advantages and Disadvantages of a Marketing Plan

The advantages of a marketing plan are evident and presented by several authors. The marketing plan is seen as able to respond to different needs and

perform several functions, enhancing its operation and expanding the scope of its performance (Lambin & Domingos, 2000).

Brito et al. (2009) point out some benefits of a marketing plan. First, it will serve as a reference for the marketing activities to be developed later; furthermore, it is also an excellent tool to align the activities with the strategic plan and the organization's goals; it also allows the adjustment of financial resources to the established goals; it is helpful to monitor and compare the results obtained, and to make a balance between these and the expectations.

For Lambin and Domingos (2000), the advantages include the synthesis of the value system adopted by the organization; the record of the organization's reality and the possibility of comparison with the changes made over time, as well as the impact of the measures taken; greater effectiveness in monitoring the success or deviation of implemented measures, their progress, and the ability to intervene for correction when necessary; it contributes to the development of organized work that is guided by standards, by recorded data, by budgets consulted, and enhances the effectiveness of organizational management.

The advantages and benefits may be related to each organization's objectives and, therefore, to internal motivations, but they may also be related to the organizational focus regarding external dynamics and the reach of new investors and business growth opportunities (Kotler & Keller, 2012).

In addition to these advantages and contributions, the study of McDonald and Wilson (2011) shows that using a marketing plan contributes to the growth and success of organizations. They also state that this resource adds advantages such as the ability to identify opportunities and threats; give support and

directions for changes; enhance and improve organizational communication; involve and allow everyone to be part of each stage of the plan's construction, strengthening the organizational body and reducing conflicts; to encourage a good application of resources and motivate each department and member of the organization to work towards the concrete objectives that are defined.

Comparing the different authors previously mentioned, they all have a standard idea about the advantage of the marketing plan, which is: to help the company to develop its activity in a controlled and planned way, being possible to monitor the progress and, if necessary, adjust the plan in question. They also agree that it is possible to control better the budget allocated to the plan, and if more is needed, as it is regularly monitored, it is possible to understand why.

Regarding the disadvantages, although much of the consulted literature has greater prominence in the advantages Lambin and Domingos (2000), raise three significant objections:

- first, the lack of information to build an adequate and effective strategic marketing plan;
- the possible future of the forecasts raised by the marketing plan;
- the lack of flexibility that a marketing plan can infuse in the organization's dynamics when there is no openness to readjust the steps according to needs.

Some of the barriers to a marketing plan are presented by Silva et al. (2006): Insufficient support from the organization's management; the fact that there is no standard agreement about the terms to be established in the plan itself; the existence of a separation between the operational plan and the

strategic plan; not integrating the marketing plan into the organizational agenda; lack of commitment to periodic monitoring and review of the plan for necessary readjustment and finally, assigning the responsibility for the marketing plan to one person only (Silva et al., 2006).

1.2.MARKETING B2B

Business-to-Business (B2B) Marketing is one of the concepts that has emerged and has grown over the past few years, which results from the growing influence in the market of partnerships and business between companies (Harrison et al., 2005).

According to Lindon et al. (2008), this concept concerns all business, transactions of goods, and trade between companies. Also, Santos (2018) states that the target of organizations is other organizations, which raises several challenges, including in marketing planning.

In B2B markets, communication and the relationship between the service provider and the customer goes beyond the product itself. For Janita and Miranda (2013), the quality of this service is related to the communication established before and after the commercial operation. The role of Marketing is pertinent to the maintenance of the established customer networks, especially when we talk about the relational marketing aspect that meets the customers' needs and desires to establish long-term relationships and communications, besides aiming for long-term financial results.

It is also on this point that Santos (2018) states that it is essential to meet organizational expectations that the engagement between companies is based on effective communication and meets the needs of the parties involved. Due to these specific procedures, sales cycles in this market are known to be slower.

Despite being a market characterized by a large volume of invoicing (Habibi et al., 2015), business-to-business marketing addresses a small number of customers, and the communication channels are targeted to them in a very concentrated way. Because of these characteristics, a vital aspect of this market is the use of strategies that focus on customer loyalty. In this market, several organizations purchase goods or services to expand their offer and include the resale of the same to others.

The marketing approach in this context focuses on strategies that are different from the commonly selected ones, mainly in part due to the need for acquisition and purchase that exists in this sector. This approach includes the selection, management, and development of relationships that go beyond the commercial transaction, to seek suitable opportunities for both organizations and define strategies that cooperate to meet objectives as well as preserve the customer network (Anderson et al., 2011).

Also, according to Krush et al. (2016), there is a need to recognise and appreciate the value of strategic planning using information and how it is used to maximise it and use it for constant improvement. The information transmitted must contain objective, reliable, rigorous, and specific knowledge.

This utilization and dissemination of information, as a business and marketing method, can contribute to building informal marketing processes and

contribute to good market exposure. For Blachetta and Kleinaltenkamp (2019), this kind of informal process can be an advantage when it comes to the decision-making process in a context of constant change.

Also, Gagnon (2016) states that those in B2B seek to develop tools for creating marketing plans that facilitate responses that stand out from the rest and achieve previously established measurable results.

1.3.DIGITAL MARKETING

The marketing approach adopted by organisations has been affected by the generalisation of Internet access, changing communication models. In the 1980's, the concept of the Worldwide and its impact has been most perceptible since the beginning of the 21st century. The influence of the Internet in people's lives is hugely significant, raising the digital market to the level of the most important markets when it comes to buying and selling products and services (Leeflang et al., 2014).

The Web 2.0, where there is a great deal of interaction among users and between users and the content provided on websites and other pages. These interactions are based on sharing content such as files, photos, videos, opinion comments, articles where ideas and values are discussed, and the development of personal projects.

For Kannan and Li (2017), digital marketing and, consequently, the concept of the product is suffering a rapid transformation because of the digital

age. The internet platform enables the creation of the Internet of things, where products are integrated with intelligent technologies that allow communication with each other and with users, which opens new doors for digital marketing.

According to Kotler and Keller (2012), in Digital Marketing, all these actions matter and are valued when talking about brand building, digital identity, and culture as well as when talking about sales and marketing strategies.

Communication became a continuous and simultaneous flow between transmitters and receivers, enriching the participants with each interaction (Patino et al., 2012).

According to Lendrevie et al. (2015), the new organizational arrangements also came with new ways of distributing and relating, which contributed to an increase in customer sensitivity regarding the price of products and services as well as their quality. This generation is witnessing the growth of one-to-one marketing and the building of customer loyalty to organizational brands by establishing trust and a sense of friendship.

For Okada and Souza (2011), not only the organizational communication was impacted, but also the consumption and purchasing and selling standards leapt to the virtual world, accelerating concepts such as real-time consumption and enhancing the growth and use of search engines. These characteristics and transformations have brought new demands to organizations and companies, requiring a position of openness to acquire new knowledge and update previously acquired knowledge, as well as market strategies.

According to Christodoulides (2009), these changes have brought new demands to organizations and to the way they develop Marketing strategies

since the innovation and customization required do not concern only the products but also the relationships established and how they are established. For Torres (2018), the type of interactions carried out in the virtual world is the reflection of the way of relating to society itself, which can be enhanced by the inherent characteristics of the internet and its operation.

1.3.1. Advantages of Digital Marketing

The research of Reghelin et al. (2016) analysed the advantages and benefits observed by organizations and companies about the use of digital marketing. These advantages are associated with issues such as the benefits provided, the improvements resulting from the application of a strategic marketing plan, the cost and benefit ratio that is practised, and the tools selected for the investment.

When used in conjunction with other processes and tools that are part of the digital marketing universe, efficiency is one of the results that stand out. In this market, customers are part of the marketing strategy because they are possible ambassadors of the product, service, or brand, bringing benefits of reduced or zero costs in advertising and publicity.

The study conducted by the previously mentioned authors also analysed the benefits generated by Digital Marketing, among which were mentioned: the use of lower costs, the high possibility of obtaining an immediate financial

return, the high power of segmentation, the positioning achieved, and the establishment of a closer relationship with customers and partners.

Another aspect verified in the research of Reghelin et al. (2016), was the perceived advantages of updating digital marketing tools; the possibility of expanding and enhancing communication using new technologies; and lastly, the ability to strengthen the relationship with the customer, making it closer and obtaining long-term results.

1.3.2.Digital Marketing Plan

Traditional marketing plans are adaptable to the digital model, and authors such as Smith (2017) and Adolpho (2012) have developed models based on this adaptation.

The SOSTAC model was invented by Paul Smith, and it is a digital marketing plan framework that consists of five steps. SOSTAC is an acronym for the six core components to be considered when creating a marketing plan (Cowley-Cunningham, 2016).

Each element of the six core components asks a question and provides a starting point:

1. **Situation analysis:** Asks what the current state of business is. Here a SWOT analysis is performed, the context of customers and organizational partners is investigated, an analysis of the

- competition is performed, the investigation of competencies and market trends, and finally, the analysis of performance and results.
2. **Objectives:** are outlined based on the organization's mission and vision.
 3. **Strategy:** this is where the strategy to be adopted is defined, addressing issues such as targeting, positioning, establishing partnerships, sequencing and integration, selecting tactical tools, and promoting engagement.
 4. **Tactics:** the details covered such as the Marketing Mix, the tactical matrix, the contact plan, and the content plan
 5. **Action:** going into greater detail about the tactics, defining responsibilities, the systems and processes, checklists, and guidelines.
 6. **Control:** offers an easy way to track the progress of the plan

All these six elements contribute an essential piece to the overall marketing plan (Krishnan, 2013).

Comparing the SOSTAC method with the "traditional" method described in chapter 1.1.2, which consists of 4 phases and 10 steps, the first letter "S" of SOSTAC is equivalent to all the steps of the second phase, called "Situation review" in the traditional method. The letter "O" of SOSTAC is equivalent to steps 6 and 7 of the "traditional" method, this being the delimitation of objectives considering phase 1 of the traditional method, which is made up of phase 1 - Mission and phase 2 - Corporate objectives.

The letters "S", "T", and "A" of SOSTAC are equivalent to phase 3 of the "traditional" model since it is called Strategy formulation. The last letter of SOSTAC, "C", is equivalent to phase 4 of the traditional method, this being the Resource allocation and monitoring phase. The SOSTAC method is more compact than the "traditional" method, being more manageable, according to the author, to create a concise, precise and clear marketing plan, clearly defining the way to follow its development.

Kaufman and Horton (2014), on the other hand, developed a differentiated framework by presenting Integrated Digital Marketing (IDM) and stating that acting consistently online allows the organization to effectively spread its message and attract a more significant number of people.

With the evolution of digital marketing, the traditional 4P has also been readjusted and adapted to match the demands of the digital plan, and Vaz (2013) has adapted each point as follows: Product - presenting a good product and service is critical because interactions and generalizations in the digital stream are fast. An innovative nature will be the differentiating factor to make the product stand out when compared to others; Price - the price always has to be adjusted to the quality of the product or service because, in the digital environment, price comparison is unavoidable; Communication - establishing clear and effective attractive means of communication on digital platforms is part of the strategy to reach new customers and retain existing ones; Distribution - the point of sale becomes a space located on virtual platforms, so the distribution of services and products occurs in the digital media. Websites

and online stores that are clearly and intuitively organized are critical to organizational success.

It is also vital to describe Conrado's (2012) approach, making the necessary adaptation to the 8Ps mentioned above, in using an effective digital marketing strategy: research - composes the phase in which all possible data about the audience is collected studying their online behaviour and gathering information to meet their needs; planning - refers to the elaboration of a strategic digital marketing plan, where the information and results obtained are gathered and an attempt is made to meet the demands on digital platforms; production - execution of the previously planned and established strategy; publication - dissemination of the produced material, on websites and other platforms, waiting for the response from customers and business partners; promotion - use digital content to attract customers and partners and spread the word about the organization its strategy and the products involved; propagation - it is possible to check whether the planned and implemented strategy has achieved success and reached the proposed objectives; personalization - taking advantage of every interaction to enhance the relationship established with each customer and business partner; accuracy - obtaining answers on the results achieved whenever possible by measuring and quantifying them.

1.3.3.B2B Digital Marketing Plan

Digital marketing in the business-to-business market has grown exponentially, providing benefits for companies, organizations, customers, and business partners.

According to Kotler et al. (2017), there is more communication and interaction between customers and organizations that give priority to digital media when they are in the middle of making a purchase decision in the fast-paced environment in which we live. In an interview for the magazine *Marketeer*, Raja Rajamannar said that today's marketers need to be technically proficient because the marketing strategies used are primarily driven by technology (Lima & Pinto, 2019).

According to Parsons et al. (1998), the success of digital marketing in organizations depends on five key points. The first point is attraction; it is about using mechanisms such as campaigns that bring customers together. The second point is to engage, and its purpose is to generate interest in customers and partners by providing interactive content. The third point is to retain and promote loyalty strategies so that customers can be constant in purchasing services and products. The fourth point is knowledge, where it is necessary to investigate what the customers' preferences are to meet their needs. The fifth and last point is to interact and meet the needs of relational marketing that is very specific to the B2B market, where companies want to establish a deeper relationship with their clients and partners, adding value to the products and services offered and investing in a plan that provides for short-term and long-term results.

Digital marketing in the B2B market acts to increase the visibility of organizations and reinforce organizational culture, as well as a clearly defined organizational identity. For Järvinen et al. (2012), one of the focuses of organizations operating in this market is to reach new customers and business partners by enlarging their network, expending less effort when it comes to investing in customer relationships or building brand loyalty.

When talking about the B2B market in digital, Dou and Chou (2002) say that the intentional and effective use of digital marketing tools is a must for establishing successful businesses, websites being one of them. Also, Marques (2018), states that the development of digital marketing has provided the construction and widespread use of new tools such as blogs, websites, social media, email marketing, and others that meet the requirements of each organization. When tools like these are used, their use is directed toward information gathering, communication in digital media, and customer relations through online interactions characterized by their speed and broad reach.

Silva (2015) brings the alert that besides knowing how to use the digital marketing tools properly, the content produced works as a business-to-business market response to the emerging needs of the organizational context. This successful use comes to intervene concerning the lack of response of marketing considered traditional to the demands resulting from the transformation of society and markets.

The broad offering that exists in the digital world allows customers to evaluate and select services and products according to what they like the most, and one of the significant challenges is to promote customer loyalty and focus on

the point of retaining mentioned above. For Baranov (2012), it is increasingly important that organizations have in mind the creation of value for their service and product offerings to stand out from competitors' offerings. In this way, the building and maintenance of relationships come to take a back seat to the need to build customer loyalty.

Strategic digital marketing plans in the context of the B2B market can make use of some objectives such as those referenced by Pyhämäki (2012), which are: to maximize brand awareness, generate traffic to the websites as tools, invest and generate leads, apply strategies to increase loyalty, use tools, and mechanisms to monitor customers and their preferences, develop information-sharing practices, invest in strategies that promote customer retention and loyalty, focus on cost reduction, invest in strategies that increase customer satisfaction in every interaction, create relationships, and finally increase sales and expand the organization.

2. METHODOLOGY

In this chapter, the method is presented, in other words, the operations necessary to achieve the general objective of this thesis, which is to develop a digital marketing plan for Openline Group.

The development of the digital marketing plan followed an adaptation from the SOSTAC methodology as proposed by Smith (2015) as explained in chapter 1.3.2; an exceptional detailing will be presented here regarding the “S”

of SOSTAC, which refers to the situation analysis, whose methodology followed a qualitative approach.

2.1.METHODS OF DATA COLLECTION

According to Smith's (2015) model, the first letter "S" of SOSTAC comprises answering several questions, these being:

- How are we performing?
- What are our distinctive competitive advantages?
- How effective is our Marketing Mix?
- Are we focusing on the best segments with the right type of customers?
- Are we using the most appropriate channels for communication and distribution?
- What uncontrollable events or trends can impact my business?

Three data collection methods were used to perform the situation analysis and answer the questions mentioned above.

2.1.1.Document analysis

The first method is document analysis. The documents related to the Openline Group were provided by the company in question being these documents related to annual reports of several years of the company. Besides

these documents, there were also available documents relating to design proposals for the restructuring of the website.

The documents consulted concerning competition from the Openline Group were not made available by the company and are of the same type as previously mentioned, annual reports of the respective companies. All the documents analyzed previously served to ensure an understanding of the situational context of the Openline Group.

2.1.2.Semi-structured interview

The second data collection method was the semi-structured interviews conducted at the Openline Group's premises to the company's seconded commercial as well as to the company's human resources technician to understand how the digital presence affects the work developed by these employees, not only how it can help to improve their work performance but also to understand in which perspective the digital presence can bring benefits to the Openline Group company according to the interviewees.

2.1.3.Performance indicators

The third method used for data collection is based on the analysis of previously defined KPI's which allow the monitoring of all the online activity of the Openline Group before, during, and after changes are applied to its digital

presence, thus enabling detailed and constant monitoring of performance in the digital environment.

These are the KPI'S: for the website: the bounce rate, the average session duration, visitors, and average page per session; on social media, the number of visits on LinkedIn, Facebook, and Instagram, as well as the followers, likes, and comments, reach, engagement, and conversion rate.

2.2.ANALYSIS PROCEDURE

To conduct an external analysis of the competition of the Openline Group as well as of the market in which it operates, documents of annual reports were collected on all competitors identified as a competitor of the Openline Group. To this end, a cross-check of data between all competitors to the Openline Group was carried out to compare the differences in terms of annual growth between companies as well as the digital presence of each of these companies taking into account on which platforms they are present as well as the number of followers.

To analyze the market in which the Openline Group operates, a PESTEL analysis was carried out to identify what kind of impact the external environment can have on the company: (P)political, (E)economic, (S)social, (T)technological, (E)environmental and (L)legal (Leite et al., 2017).

According to what was previously mentioned, the interviews conducted with the employees of the Openline Group have the function of understanding the perception that exists in the two positions within the company that have

more contact with the company's digital presence to identify flaws and opportunities for improvement. After the company's internal analysis was carried out and the marks placed, they were confirmed with the interviews conducted with the employees to ensure the flaws presented.

After the internal and external analysis was completed, a swot analysis was carried out to identify all the strengths, weaknesses, opportunities, and threats, thus allowing the preparation of a complete diagnosis of the company Openline Group.

To ensure that the plan follows the outlined course, a set of KPI's was created to monitor the applicability of the program over time to ensure that all objectives are being met. This data can be collected in the analytical platforms for each digital platform and through google analytics and sprout social.

2.3. THE OTHER STEPS OF THE SOSTAC METHOD

To develop the marketing plan according to the SOSTAC model, each letter of this model presents an essential function in its elaboration. These are then the remaining steps of SOSTAC:

the "O" of SOSTAC refers to objectives; some questions must be answered, such as:

- Business Mission?
- Business Objectives?
- Marketing Objectives?

The objectives presented must be SMART, meaning they must be Specific, Measurable, Actionable, Reasonable, and Timed.

The third letter, "S," in SOSTAC, stands for strategy. How do we get there? This is the question to be answered in this third step. Divided into three phases:

1. Determining the target audience - personas will be drawn from secondary data from internal analysis (data obtained about users of Openline's digital platforms and consumers).
2. Positioning - corresponds to how the Openline Group intends to position itself in the same and the mind of the consumer
3. Digital value proposition - is how the Openline Group proposes to distinguish itself from other institutions in the same market.

Tactics are the letter "T" for SOSTAC and refer, as the name says, to what tactics are used. What kind of communication tools will be used? How will they be used? What messages do we want to communicate? Are resources/budgets needed? Since this is a digital marketing plan, the marketing mix will follow the same line. The traditional marketing mix should not be forgotten and should be continued.

Product: The product offered by Openline is primarily services. These services are varied and quite differentiated, from HVAC maintenance and e-space remodelling to UV disinfection systems;

Price: Since Openline is a company in which most of its products are services, very few of them are priced. Thus, it will only be used to define prices for quotes and sensorex branded products;

Place: Platforms, where Openline's activity is, will be exercised, considering the market, logistics, and distribution channels (if applicable).

Promotion: This point corresponds to how the Openline will be promoted. In the online context, activities can be carried out, creating experiences that are not available in offline media, and there are great opportunities to add value to the consumer.

The letter "A" of SOSTAC refers to Action. It answers the question - Who does what and when? Here it is understood to describe the tactics, defining responsibilities, the systems and processes, checklists, and guidelines in greater detail.

The last letter, "C" of SOSTAC, refers to how to monitor the entire progress of the marketing plan to ensure its effectiveness and efficiency. Checking the balance is vital and should be done daily. If it is not as defined, it may be necessary to revisit some of the steps previously described, such as: Redefining the strategy and redefining the SOSTAC objectives, among others.

3. MARKETING PLAN DEVELOPMENT

3.1. SITUATION ANALYSIS

3.1.1. External Analysis

The external analysis aims at identifying opportunities and threats associated with trends or development. In accordance with Kotler (2008), opportunities must be classified according to their attractiveness and probability of success. Threats should be classified according to their severity and possibility of occurrence.

3.1.1.1 PESTEL Analysis

The PESTEL analysis emerges from the need to know the external environment of organizations to demonstrate the threats and opportunities that surround it. This analysis serves to present macro-environmental factors so that it is possible to determine the company's market position and guide future organizational strategies. Companies, in general, are affected by six macro-environmental forces: (P)political, (E)economic, (S)social, (T)technological, (E)environmental and (L)legal (Leite et al., 2017).

Political and Legal Factors

One of the main factors of the political context is political stability since this condition is essential for the existence of investment. In the case of the Openline Group, the company essentially complies with the legislation of the ACT - Autoridade para as condições do trabalho, where it is possible to find the decree-law no. 273/2003 of 29 October, which establishes general rules of planning, organization and coordination to promote safety, hygiene and health

at work on construction sites and transposes to the internal legal order the Directive No. 92/57/EEC of the Council, June 24, which is relative to the minimum requirements of safety and health at work to be applied on temporary or mobile construction sites. Decree no. 46427/1965, July 10, approves the regulation of temporary installations intended for personnel employed on construction sites so that they can exercise their job. The civil construction safety at work regulation is approved by decree no. 41821/58, August 11.

AICCOPN - Associação dos Industriais da construção civil e obras públicas (Association of Civil Construction and Public Works Industries) is the largest national business association representing the most diverse activities that make up the construction sector. This association supports the associated companies in the areas of:

- Engineering and Permits
- Economy and Taxation
- Juridical and Labor
- Internationalization Support
- Training and Education
- Events organization
- Protocolled services
 - Occupational medicine
 - Occupational safety
 - Insurance

Economic Factors

In the economic context, consumer purchasing power is classified according to certain aspects, such as income, prices, savings, and credit. To analyze this environment, it is necessary to take into consideration specific aspects such as the growth rate of the economy, inflation, public debt, and changes in the structure of consumption at the economic level.

The GDP - Gross Domestic Product, according to the Bank of Portugal, had not shown negative values from 2014 until 2020, a negative growth of -7.6% in GDP was verified, and this factor can be justified by the Covid-19 pandemic that started in the first quarter of 2020 (Projeções Económicas | Banco de Portugal, 2022).

In 2021, the Portuguese economy grew by 4.9% compared to the previous year, reported to the National Institute of Statistics (INE). The average annual net monetary income per adult increased by 3.4%, and the inflation was 2.7% in the month of December 2021. Inflation presents a problem for the sector and for people in general as products become more expensive. For instance, building a house is 8.5% more expensive than in 2021 due to the scarcity of raw materials and labour (Neto, 2022).

The poverty rate increased to 19.1%, which means that almost two in ten people live in poverty in Portugal. The unemployment rate decreased by 0.4% to 6.6% in 2021. Private consumption, which fell by 7.1% in 2020, recovered by 4.4% in 2021. (*Portal Do INE, 2022*)

The analysis of these indicators becomes important because if the increase in consumer income does not keep up with the increase in inflation, there will be a decrease in purchasing power, reducing consumption.

Social Factors

The steep rise in the price of construction materials, as well as their scarcity, negatively affects the growth of the construction sector. The CPCI - Portuguese Confederation of Construction and Real Estate identifies a shortage of 70 thousand workers in the construction sector.

Based on data provided by INE (2022), the resident population in Portugal grew less in 2020 than in 2019 and became older. The 0.02% growth in 2020 totaled 10,298,252 inhabitants among which 5,439,503 are women and 4,858,749 are men. The migration balance is 41274 people, being positive for the fourth consecutive year, and the difference between deaths and births increased with the natural balance being negative at 38931. By 2020 the population has become older, with a ratio of 167 elderly people over 65 years old for every 100 young people aged 0 to 14 years old.

With a smaller and ageing population, the construction sector suffers not only from political factors but also from social ones with the lack of qualified and unskilled labour.

Changes in social values can present new opportunities for companies. The investment in social causes can add sustainable growth for the company. In this context, the Openline Group has carried out works of monument restoration as well as hospital rehabilitation. Companies are facing increasingly more demanding consumers who are looking for constant alternatives.

Technological factors

It is possible to state that technology today is present in everything that surrounds human beings.

The diagnostic tools that are available used when inspecting a building save hours of work because of the technology. The same happens on construction sites. Heavy machinery facilitates and speeds up the construction process since the employee's effort and work are assisted. The technologies can, when applied correctly, bring improvements in product manufacturing quality as well as cost reductions associated with material waste. All waste produced by the construction process must be appropriately disposed of or recycled. Thanks to innovation and technology in construction processes, it is possible to reduce waste to a minimum, and it is beneficial for the company as it uses less material and does not have to pay to discard the waste. The creation of technological and innovative environments helps to develop competitiveness factors and can result in innovative ideas beneficial to companies.

Environmental Factors

The Openline Group in the environmental field has integrated environmental concerns into its business strategy through certification according to the following standards: Quality Management Systems: ISO 9001; Environmental Management System: ISO 14001; Occupational Health and Safety Management System: ISO 45001; Maintenance Services: NP 4492; CERTIF Fluorinated Gases: Implementing Regulation (EU) 2015/2067 and Decree Law 145/2017. The waste produced by the company is appropriately disposed of and

recycled according to the country's legislation. The company seeks to comply and acquire certifications that facilitate and promote its activity, as is the case of CERTIF Fluorinated Gases, considering that there are a small number of companies with this certificate for handling the respective gases.

3.1.1.2 Market Analysis

According to data from the Bank of Portugal published on November 10, 2021, the construction sector in Portugal will have 51,189 companies with a turnover of 22,865 million euros and 301,710 people working in the sector of construction in 2020.

In 2011 the construction sector began to show signs of weakness after a reduction of 376 companies in the sector, but nothing compared to the years ahead, where a sharp decrease in the number of companies occurred going from 2010 = 50768 companies to the peak in 2016 = 45094 companies. In 2017 the sector began to recover from the decline, and by 2020 has now reached figures slightly higher than in 2010.

The SMEs (Small and Medium Enterprises) represent 56.28% of the turnover as well as 53.42% of the number of people employed in the sector of construction. In more detail, the sector of construction is made up of Micro enterprises representing 86.94% of the number of enterprises in the sector, small enterprises representing 11.7%, medium enterprises representing 1.24% and large enterprises representing 0.13% of the construction sector. Breaking

down the business volume mentioned above: Micro enterprises: 24.72%, Small enterprises: 33.41%, Medium-sized enterprises: 22.87%, Large enterprises: 19%. The relevance of the construction sector had declined due to the reduction in the number of companies in the market and has now recovered with the increase in companies.

The construction sector is defined by three activity segments. Building construction in 2020 represents 59.3% of the activity within the construction sector, accounting for 48.09% of turnover and 48.34% of the number of people employed. It represents a drop of 4.93% from the homologous year. Specialized activities occupy another large chunk of the sector, corresponding to 35.32% of the number of companies with 27.97% of the business and 34.37% of the number of people employed. The last segment is Civil Engineering which accounts for only 5.38% of the number of companies representing 23.94% of the business and 17.29% of the number of people employed.

Companies with more than 20 years in the industry represent 19.96% of the companies holding 43.72% of the business volume and 30.94% of the number of people in the industry. Due to the previously mentioned significant decrease of companies in the sector, followed by a recovery from 2017 to the present, 36.91% of the companies present in the sector have less than five years of existence, representing only 18.7% of the business volume as well as 24.42% of the number of people employed.

The business volume represents the value of sales and services rendered by companies during the financial year, which generally corresponds to a calendar year. In 2020, the building construction segment showed a significant

drop of 4.93%, being the segment with the most significant drop, followed by 2.72% in the civil engineering segment and 1.01% in the specialized activities segment.

The EBITDA decreased by 18.97% in the total companies in 2020. The construction sector increased by 9.5% in 2020, with the construction segment posting a decrease of 0.18%, the skilled trades segment of -0.83%, and the civil engineering segment growing by 36%.

Return on equity is defined as the quotient between net income for the period and equity. This ratio is evaluated as a measure of the return on capital invested by partners or shareholders. The construction sector showed a 5.41% decrease in return on equity, namely in the segments: Building construction: increase of 4.72%; Civil engineering: increase of 4.1%; Specialized activities: decrease of 9.94%.

The financial autonomy ratio had an increase of 32.04% in the construction sector from 30.49% in 2019. The building construction segment showed a growth of 31.32% in 2020; Civil engineering: 29.51%, and the specialized activities segment 41.44%.

In 2020, the construction sector showed a 6.67% growth in debt securities as well as a 35.39% growth in the other liabilities class. This class includes debts to the state and other public entities, other current liabilities, and other accounts payable. In the same period, bank loans in the sector were reduced by 23.72% (Análise Do Setor Da Construção | BPstat, 2021).

3.1.1.3 Competition

In one hand, competition is a direct threat to the organization, but on the other hand, rivalry/competition between companies is also a force because it boosts development to gain an advantage over the competitor. The Openline Group belongs to the group of companies with more than 20 years of activity, corresponding to 19.96% of all companies in the construction sector, as mentioned earlier in chapter 3.1.1.2.

The new competitors that appear on the market, just like established companies, have strengths and weaknesses, but one thing they have in common is the will to gain a piece of the market in which they operate and, with this, to achieve a competitive advantage over their direct competitors.

With new competitors and even current ones entering the market, it is necessary to know who they are and what they do, keep close track of their activity, using it as a competitive advantage, that is, to analyse, know who they are and what they offer.

The Openline Group divides its competitors into two parts. The construction competitors and the maintenance competitors. The main construction competitors are namely:

- DST Group;
- ACA Group;
- Grupo Casais;
- Lucios;

Of all the competitors presented in the construction sector above, the company Lucios Engenharia e Construção has the lowest turnover of 79.2 million euros in 2019 (Empresa – Lucios, 2022). Being the smallest of the four presented, it is the closest to the Openline Group's turnover.

The ACA Group has a turnover in 2020 of 165 million euros, followed by the Casais Group with 234 million euros (ACA Group - Annual Report, 2020; Group Casais, 2022). The DST Group presents a turnover of 346 million euros in 2020, being the company with the highest turnover in relation to the competitors mentioned above (Dst Group | Informação Financeira, 2020).

All the construction competitors have been established in the construction market for many years. All companies are present in a social network, some more active than others. The Casais Group raises interest in its communication strength and its regularity. They present a program called "MEET&GREET", where employees have conversations about their work.

All of the above competitors have a predominant area of operation in the north of Portugal. The Openline Group, in relation to the mentioned above competitors, have far fewer followers on any social network as well as an outdated website.

The main competitors in the maintenance segment are namely:

- Grupo Pinto&Cruz
- Sotécnica
- Manvia
- Efacec

The company Manvia joined Mota-Engil in 2000, and through it, the Mota-Engil Group operates in the maintenance sector. The Mota-Engil Group had a turnover in 2020 of 2.2 billion euros (Institucional - Manvia, 2022).

Efacec presented respectively a turnover of 216 million euros in 2020, Sotécnica of 59 million euros and the Pinto&Cruz group of 64.2 million euros in 2020. (Annual Report - Efacec, 2020; Annual Report - Pinto&Cruz, 2021; SOTÉCNICA, 2022)

The predominant social network used by competitors is LinkedIn, and the only company that communicates regularly is Efacec. The area of operation of these companies, as in the construction area, is predominantly in the north of Portugal.

3.1.2. Internal Analysis

3.1.2.1 Company identification and characterization

The Openline is an SME that has been implemented in the national market for over two decades. Born in 1998, the Openline Group is the result of a determined and entrepreneurial vision with the goal of being responsible and future-oriented, focused on excellence and customer satisfaction. It is present in the market through its activity in the areas of civil construction, building

rehabilitation, building maintenance, HVAC systems installations, monitoring, energy, and services.

The specialization of the teams for the various services provided and the various offices in Lisbon, Porto, and Funchal allow the Openline Group to develop its activities in a complementary and integrated way, permanently assisting all clients most professionally and transparently.

The Openline Group consists of Openline Portugal, SA, responsible for construction and rehabilitation, Openline Facility Services, SA, responsible for building maintenance, HVAC, Energy, and services,

Sensorex Sensing Solutions, SA, which is a platform for monitoring buildings, and Openline Invest, which is responsible for investments, management of shareholdings, and real estate business. The company operates in the primary sector. Working both with private clients and with private and state companies.

The main concerns, being this business mostly B2B are the relationships with customers, thinking more and more about the quality of services offered. The experienced and professional employees, over the years, have overcome numerous adversities with dedication and respect for the customer, as well as in the quality of its services that can be confirmed in the portfolio of the company that has a finite diversity of prestigious customers and by the numbers. In 2014, the total turnover was 6,7 million euros and in 2019 increased to 12,2 million euros, almost doubling in five years.

To carry out its activities, the company has a series of certifications/accreditations that make the activity possible: ISO 9001: Gestão de

Qualidade; ISO 14001: Sistema de Gestão Ambiental; ISO 45001: Sistemas de Gestão da Segurança e Saúde no Trabalho; NP 4492: Serviços de Manutenção; CERTIF Gases Fluorados: Regulamento de Execução (UE) 2015/2067 e no Decreto-Lei nº 145/2017.

The company, repaying the trust placed in it by the community over the years, has developed a social responsibility program. Citizens make cities, and their participation is fundamental for the public benefit.

The Izicity project aims to fill an existing gap between citizens and municipalities.

Through this platform, which is networked and encourages communication: citizen-municipality, it offers the possibility to report directly on everyday problems such as safety, assistance needs, breakdowns, among others, to find the ideal solution. After a few years, the app was discontinued.

Regarding its business dimension, the Openline Group has intervened, until 2019, in 10763 buildings from 6395 different clients, having applied 30062 interventions over the years, as can be seen in Table1.

Openline Operational Data	
Number of buildings intervened	10763
Number of Maintenance Contracts	802
Number of Customers	6395
Annual Average of Buildings Checked	5702
Total Number of Technical Interventions	30062

Table 1 - Openline Operational Data

Source: Apresentação Institucional Openline Group (2022)

It is possible to see the growth of the Openline Group through the analysis of total turnover found in Figure 2. This company works daily to become a reference in the market in which it operates and is visible by the increase to almost double the total turnover from 2014 to 2019, which demonstrates a commitment on the part of its employees.

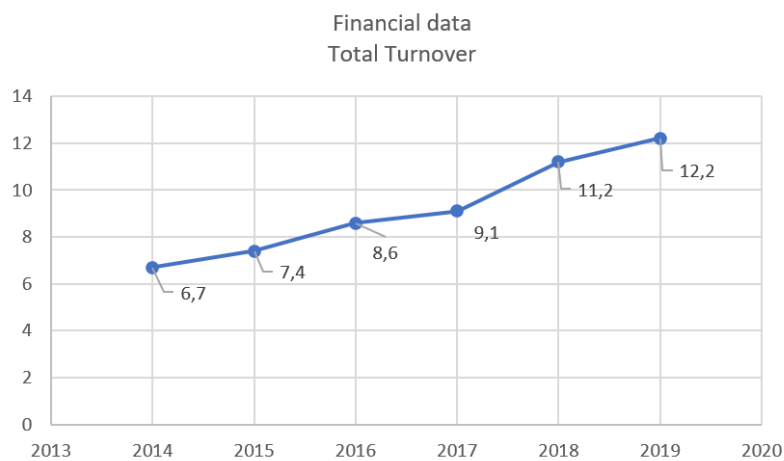


Figure 2 - Openline Financial data total turnover

Source: Apresentação Institucional Openline Group (2022)

In 2020, the company included 11 administrative staff, 59 technicians and 23 engineers spread throughout Portugal but centralized in Porto, Lisbon, and Funchal (Apresentação Institucional Openline Group, 2022).

3.1.2.2 Services

Building management and maintenance

Integrated building management and maintenance embraces a very diverse set of services that are intended to:

- Optimize the reliability of the installations and contribute to their excellent permanent functioning.
- Improve the general appearance of the facilities.
- Ensure the best comfort and safety of its users.
- Allow the client to free himself, through the action of our services, from non-productive tasks and be able to dedicate himself to his core business.

Associated with the management of buildings and their maintenance, Openline integrates a wide range of services, offering each client a solution of greater value adapted to each specific case.

The maintenance services comprehend a wide range of activities, as can be seen in table 2.

Integrated global maintenance:

Electricity	Structured Voice and Data Networks	Transformer Stations	Civil Construction
Locksmiths	Centralized Technical Management	Automation	Plumbing
CO Detection	Emergency Generator Sets	Hotel Equipment	Video Surveillance
Hydraulic Centrals	General and Specialized Mechanics	Intrusion Detection - CDI	Access control systems
Water Treatment	Swimming pool treatment and control systems	Detection and Fire Fighting - SADI	Others

Table 2 - Openline Maintenance services

Source: Apresentação Institucional Openline Group (2022)

HVAC Maintenance:

The HVAC division acts in an integrated manner ensuring specialization in services. The table 3 shows the HVAC maintenance services provided by the company,

Cold and hot water production units - Chiller's and heat pumps;	Thermal power plants - Boilers and steam generators;	Circulation pumps and fluid networks; Swimming pool treatment and control systems;	Aero networks - Verification and cleaning of ducts;	Central hydropressor;
Air handling units – AHUs;	Ventilation convectors and fans;	Direct expansion systems - Split, multi-split, VRV, and rooftop;	Indoor air quality - IAQ parameter evaluation;	Solar thermal systems / photovoltaic;

Table 3 - HVAC Maintenance

Source: Apresentação Institucional Openline Group (2022)

The Openline Group operates in the field of public and private projects, offering diversified services for the installation of mechanical and electrical systems.

Construction and Rehabilitation

Specialized in the rehabilitation and construction of buildings, Openline performs the work using the Know-How, equipment, and solutions of the last generation.

The company operates in the field of public and private projects, ensuring a high level of quality and diversification of engineering services.

Other services

Besides the services described in tables 2 and 3, the Openline Group presents a set of additional services, as can be seen in table 4.

Demolition	Earthmoving	Tunnelling and other geotechnical works
Special foundations	Rehabilitation of concrete structural elements	Retaining walls and anchorages
Drainage and slope treatment	Reinforced concrete reinforcement	Repairs and surface treatments on metallic structures
Formwork	Waterproofing and insulation	Scaffolding and other temporary structures

Table 4 - Openline Other services

Source: Apresentação Institucional Openline Group (2022)

3.1.2.3 Social Media and website

Throughout this section, the employees' names have been replaced by initials to preserve their identities.

The Openline Group does not have an active marketing department in the company. That said, the website and social networks are updated by the employee AG, whose role in the company is business prospection, in other words, salesman. Since it is not the main job of this employee to keep them up to date, all the social networks are a potential loser.

According to the interview carried out with the employee AG, to perform his role as a business prospector, he recommends his clients to visit the company's LinkedIn for commercial purposes as well as Instagram and Facebook for daily content about the company's activity. With this in mind, he mentions that the constant updating of these networks is crucial in order to demonstrate the dimension of the group, and he mentions that if only one publication per month is made, it is a sign for the client that the company has no projects, therefore they have no content to publish.

The Openline group's website is not very often updated, and the only information about the beginning and end of projects is placed on it. As mentioned by AG, the website has a problem in the slow loading of pages, as well as the platform used for managing the website, which has been used since 2005/2006, not having been updated since then, which does not allow significant changes in it. It also points out that the website is not attractive to the client and neither has good navigability, which presents a problem. According to data provided by Google Analytics, the website rejection rate in the last calendar year reached 51.84%, with a session duration of 1 minute and 17 seconds.



Figure 3 - Openline Google Analytics data
 Source: Google Analytics accessed 21/04/2022

The Bounce rate or rejection rate indicates the percentage of users who visit a single page on the website and do nothing on it before leaving, such as making a purchase, filling out a form, or clicking on a link. The value of the rejection rate exceeds 50%, as can be seen in figure 3, which means that at least half of the people who visit the website do not have any kind of activity on the website, which may mean that the website presents problems of content and or structure.

According to AG, a good website and social media can transmit to the client a feeling of concern about the company's image and would impact the company's performance since, internally, employees would be proud of sharing the work done by the company, which would show interest and motivation. On a commercial level, after presenting the company's services to a potential client, if the client does his research and finds examples of the work that has been proposed, this could be the decisive factor in attracting a new client and contract.

A second interview was conducted with CB, human resources technician, and she shared that the social networks have few followers as well as little content and that this content is not updated often, following what was mentioned by AG, which leads to a lack of interest by people / potential customers.

CB works directly with candidates for employees, and although she does not always recommend visiting the company's social networks, they should do it to have a more realistic opinion of the work developed by the company. She mentioned that does not always recommend the visit of the social networks because precisely they are not being constantly updated, and it may represent a

slackness on the part of the company in the care of its image, and the candidates may get a wrong idea of the company. Many of the candidates for potential employees are engineers with several job proposals which may impact the choice of staying or not in the company. Also considers that social networks are an essential tool in the recruitment process, especially using LinkedIn for this purpose. She states that if the social networks are well managed and if there are a high number of followers, it is beneficial to post job offer announcements. Since this is not the case, she mentions that the time she spends developing the advertisement is not worth it in relation to the gains she will have through it, and she avoids doing it. As for the website, CB admits that she does not recommend it to potential employees because it is not updated very often, as mentioned by AG.

As can be seen in Table 5 below, the Openline Group has the lowest number of followers on any of the platforms where it is present online in relation to competitors.

	Social Media		
	LinkedIn	Facebook	Instagram
Openline Group	2357	1662	189
DST Group	35781	15846	9452
ACA Group	28021	9299	1417
Casais Group	68387	19334	3328
Lucios	18288	8406	N/A

Table 5 - Social network comparison

Performing an analysis of the website through the GTmetrix online platform, it can be seen in Figure 4 that the loading time of the page takes 9.5 seconds to be fully loaded, according to what was mentioned earlier by AG. The classification obtained by this online tool, GTmetrix, is an "E", reaching 40/100% of performance and 72/100% at the structure level. The performance factor measures the loading performance, Interactivity and Visual Stability. The structure value is inherent to the whole website structure. That said, considering the interviews and the values obtained by the digital tool test, it is possible to state that the website needs a complete redesign to become more visitor friendly. Social media needs planning and content to grow the number of followers.

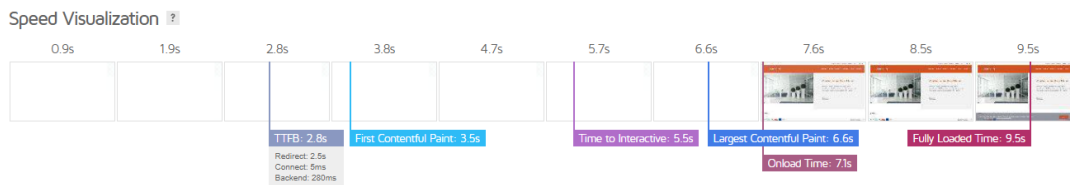


Figure 4 - Openline Website Speed Loading

Source: GTmetrix - Openline Group website 2022

3.1.3.Swot Analysis

SWOT analysis is a summarised but complete analysis of a company and its environment. This analysis gathers both internal factors (strengths and weaknesses) and external factors (opportunities and threats) that will allow the identification of strategic points for the company.

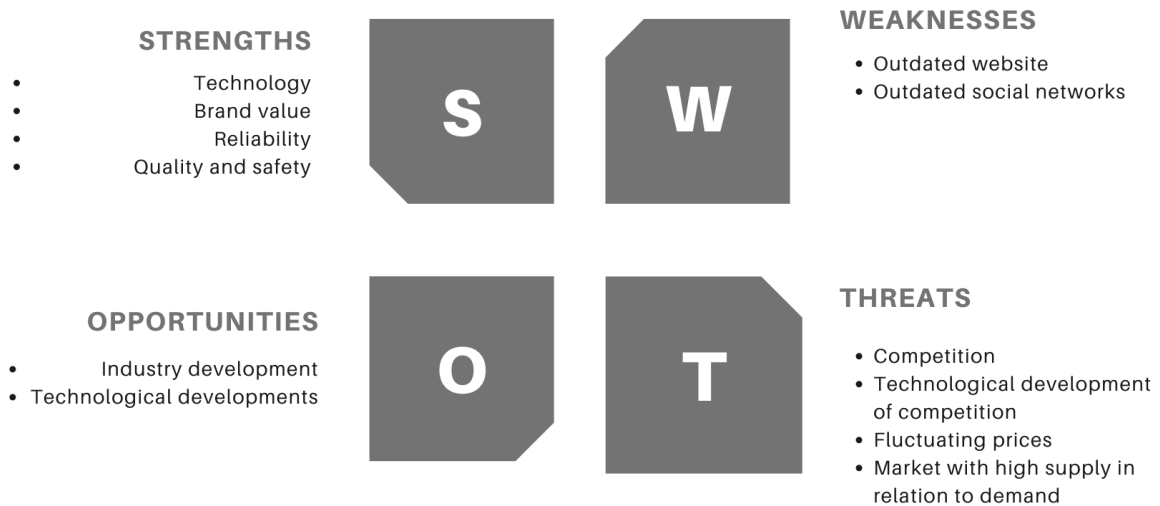


Figure 5 - SWOT Analysis Openline

Source: own production

Analysing the SWOT performed for the Openline Group in figure 5, it is quickly apparent that the organisation has several factors in its favour, not only in its strengths but also in the opportunities that the market and the industry can bring the company. The external threats to the company are related to the market in which the company operates. Although it has no control over these factors, it is possible through the development of technology to minimize the effects felt by some of the points mentioned.

3.2.OBJECTIVES

To ensure the coherence of the strategy with the general policy of the organization, in the case of the Openline Group, it is crucial to establish the objectives in advance so that they meet the mission, vision and values of the company. The objectives consist of what is intended to be achieved and the

strategies, which are presented in the second letter "S" of SOSTAC, the way to get there. Thus, marketing objectives, according to Smith and Chaffey (2017), must be SMART, as mentioned in chapter 2.

3.2.1.Mission, Vision and Values

The Openline Group's mission is to provide superior quality maintenance, construction and monitoring services, integrating the best engineering and technology solutions to satisfy its clients, promoting their loyalty by correctly interpreting their expectations and wishes through a spirit of mutual trust.

The vision is to be a reference among the leading players in the integrated supply of solutions for the efficiency of buildings and infrastructures.

Its values are community support, innovation, collaboration, integrity, performance, customer focus, leadership, respect for people and quality.

3.2.2.Objective Definition

Considering that this thesis aims to develop a digital marketing plan for the company Openline Group, it is essential to clearly state the objective of the digital marketing plan itself (the letter O of SOSTAC). Thus, the objective of this digital marketing plan is to strengthen the digital presence to retain current customers and attract new ones.

During the internship carried out at the Openline Group, it was possible to realise that the company does not have a digital marketing plan. There is no planning of publications or interactions on social networks, and the website is confusing, outdated, slow and not very intuitive, as mentioned in the interviews carried out in chapter 3.1.5.

To transform the general objective into a SMART one, it must be broken down into smaller objectives so that it is possible to understand what specific objectives of the social networks and the website are related to each of the general objectives, table 6 was made.

General Objective		
Specific Objective	Strengthen the digital presence to	
	Retain current customers	Attract new customers
Social media		
1 - Increase the number of followers	✘	✔
2 - Increase engagement	✔	✘
3 - Increase reach per post	✔	✔
Website		
1 - Increase the number of visitors	✘	✔
2 - Decrease the rejection rate	✔	✔
3 - Increase average page per session	✔	✘
4 - Increase conversion rate	✔	✔

Table 6 - Openline Objectives

Source: own production

The followers on social networks are low, resulting in almost no engagement. The website, as presented in chapter 3.1.5, has a rejection rate above 50%, which indicates that the website is not well structured. Having said this, it is intended to:

- Improve the consumer experience on the website through better navigation, usability, and content management, increasing traffic and reducing the rejection rate.
- Plan communication on social networks, consolidate relationships with current customers and seek to attract new ones through a more significant digital presence by increasing the number of followers and the degree of engagement.

Based on table 6, table 7 was developed, which contains the specific objectives for both social media and the website.

Specific Objective	Platform	From	To
Social media			
1 - Increase the number of followers by 30% in the first year.	Facebook	1662	2157
	Instagram	189	243
	LinkedIn	2357	3064
2- Increase engagement by 30% in the first year.	Facebook	31%	61%
	Instagram	10%	40%
	LinkedIn	8.87%	38.87%
3 - Increase reach per post by 50% in the first year	Facebook	407	610
	Instagram	122	183
	LinkedIn	407	610
Website			
1 - - Increase website visitors by 20% after a redesign in the first 3 months	Website	1765	2118
2 - Reduce the rejection rate from 51% to 25% during the first year after redesign the website	Website	51%	25%
3 - Increase the number of page views per session from 2 to 4 during the first 6 months after redesign.	Website	2	4
4 - Increase the conversion rate 20 new quotation requests through the website during the first year	Website	0	20

Table 7 - Openline Specific Objectives

Source: own production

The objectives defined meet the mission, vision, and values of the Openline Group since all these are focused on bringing the company the best possible result as the company intends to bring to its clients. Openline's vision mentions that the company aims to be a reference in the industry, and for that very reason taking the values of innovation, collaboration, integrity, respect for people, quality and performance, the website and social networks are worked to transmit this feeling towards current and potential new customers.

3.3. STRATEGY

In the marketing plan, the strategy defines how the proposed objectives will be achieved.

The strategy for the following digital marketing plan for the Openline Group aims to overcome weaknesses in the company's digital platforms to retain current customers and make the company's digital image more attractive to new and potential customers.

Thus, this strategy involves the determination of a target public. Considering that much of the Openline Group's business volume is B2B, this target public can be divided into two categories.

The first category of the target audience are companies looking to do maintenance or repair of infrastructure as well as infrastructure construction. The second category of target audience comes from data provided by Google Analytics. Thus, the company's target public comprises men and women aged

between 25 and 64 years old established in Portugal interested in the construction of houses or buildings as well as maintenance of own facilities or companies' buildings.

In order to meet both target audience, taking into account that most of the business volume is in B2B, the strategy used in the website will be a total redesign of the current website to bring a more current, dynamic and functional aspect so that its target audience can access information without barriers in order to meet the specific objectives of increasing visitors, reducing the bounce rate and increasing the number of pages visited per session.

For social networks, monthly planning of activities and publications should be considered to meet the specific objectives of increasing engagement, building loyalty with current customers, increasing followers, and the conversion rate to gain new customers for the company.

Although the tool for this plan is the internet, there should be a cross between the online and offline strategy so that there is coherence and greater effectiveness of promotional efforts.

3.4. TACTICS

According to the author, tactics correspond to the details of the strategy, listing all the e-tools used in the process (Smith & Chaffey, 2017).

3.4.1. Product

The Openline Group sells mainly services that translate into the consumer experience with the service provided by the company. Through the improvements assigned to the website with more diversified content and making available the option of a chatbot, the consumer will have easier access to information about the company's services as well as its history and portfolio that contains works and maintenance performed on customers.

Through a reformulation in the structure of the website, the consumer will find it easier to find the information they are looking for, making as few clicks as possible. It is intended that the website is more intuitive and captivating to keep the customer and potential customer interested in the company. The website experience is intended to be dynamic and appealing to provide an image of care towards the client. Social networks allow more direct contact with clients and potential clients so that the objectives previously defined can be met. A planning of publications, direct and activities related to the company will be developed so that the client has access to enriching and varied content about the services sold by the company.

3.4.2. Price

Knowing that the Openline Group's activity is predominantly through services, as mentioned in chapter 3.1.4, it is not realistic to list values. In view of this, all services are described thoroughly on the website, as well as a chatbot to

make it possible to request quotes from Openline Group as easily and quickly as possible. To encourage the use of digital media, a discount can be considered for new clients on their first service coming from social networks.

3.4.3. Distribution

According to Smith and Chaffey (2017), the idea related to this point is to increase brand representation and make your products/services readily available to the customer. To ensure that the products/services are easily available to the customer, distribution should be multi-channel.

In the case of Openline Group, the channels selected to distribute the brand and its services are essentially the company's website and social networks (Facebook, Instagram and LinkedIn). So that all clients and potential clients have access to the website, it must be responsive.

3.4.4. Communication

For the respective digital marketing plan, the communication and promotion tools of the Openline Group that will be used are advertising/sponsorship, which includes the promotion of publications on social networks in order to create traffic on the website, SEO optimization in order to create organic traffic and advertising on Google through Google AdWords.

To have an effective communication, it is essential to use several tools. These tools were chosen because they are the most suitable for the objectives of the plan in question.

3.5.ACTIONS

The actions are part of the marketing plan with the purpose of executing the tactics described in section 3.4. For each tactic, a series of actions are assumed that lead to the achievement of the defined objective. It is then at this stage that the work to be carried out according to the diagnosis is defined in detail.

Marketing content: After analyzing the social networks of the Openline Group, it is possible to state that there is a lack of content. Therefore, it is vital that the company adopts a content marketing strategy to produce more exciting content for its target audience. This content should be applied to the website and social networks (Facebook, Instagram, LinkedIn) daily, ensuring that Openline Group becomes relevant and current.

Website: Considering the flaws previously detected and mentioned by AG and CB in the interviews carried out, it is essential that this is developed from scratch so that there is a greater openness to creativity, reducing the possibility of using parts of the current one. It is intended that the website be as user-friendly as possible since one of the great difficulties of the current website is precisely navigation. This feature is one of the most critical, bearing in mind that

the objective is that the user can easily find the information he needs to have a positive experience with the company, since this is often the first contact that exists between company - customer.

The website should be simple to navigate, and all information about the company should be just a click away. The portfolio should be visible and easy to find on the website as it demonstrates the company's activity. The request for quotes and quotations should be easily accessible through the website, reducing the time and hassle for the client by ensuring that they receive the requested information as soon as possible.

The restructuring of the website should be carried out by a qualified team analyzing which backoffice is the most efficient for the needs of the company so that all information updates are easily performed. The website should be responsive so that it can be easily viewed on any electronic device that supports a browser and internet connection.

After an analysis by the marketing coordinator of the Openline Group, AG requested a quote from the company Fullscreen since the type of website desired is the one this company develops.

On the website, the Openline Group should include on this platform all kinds of relevant information for the client about the company as well as an updated portfolio. On the website, there should be a section where it is possible to access all the content published on social networks so that it can be seen even by users who do not have social networks.

The Openline Group must have at least one person who is fully dedicated to updating the website and who is able to suggest new content considering the feedback that is acquired throughout the analysis of consumer behaviour.

Social networks: Considering the diversity of services that are offered by the company, the diversity of content will also be significant. The publications must be daily, and on Facebook and Instagram, there must be 2 to 3 stories per day as well as 2 to 3 publications in the feed per week. On Instagram, video is becoming more relevant, so one reel per job should be made since this type of content is growing on this platform. On LinkedIn, it should be published 2 to 3 times a week, keeping up with Facebook and Instagram.

- **Facebook:** It is the second network of the Openline Group that has more followers, but the publications do not have great reach. To increase reach and engagement, content should be shared with easy-to-read copywriting with a maximum of 3 to 4 lines; Production of content, namely videos up to 30 seconds on relevant works or maintenance; Promotion of events or activities held at the Openline Group as well as fundraising for charities; Monetary investment in publications that promote the Openline Group's activity to create traffic on the website.
- **Instagram:** Taking into account that Instagram is a platform where multimedia contents are predominant, the production of videos and photos must be appealing and captivating, accompanied by small subtitles in the Copywriting space; Hashtags must be used that promote the Openline Group and that

give views to the profile in question; The contents can be shared between Facebook and Instagram but with the difference of the Reels so that there is motivation on the part of the public to follow two of the company's social networks; Monetary investment in publications in order to create traffic on the website.

- **LinkedIn:** This platform from the Openline Group has the most followers. The multimedia images used on Facebook and Instagram can be used on LinkedIn but accompanied by institutional copywriting.

Considering the type of content mentioned above, each platform must be approached individually but altogether. Each platform has specific characteristics and, for this reason, must be considered, but never forgetting to be consistent since consistency is essential to transmit the same image on all networks. By having an employee dedicated to social networks is possible to monitor throughout the day and prepare weekly reports that are delivered to the marketing coordinator for analysis. All messages received and comments made must be answered with maximum attention and in a professional manner, as well as any complaints.

The Openline Group should constitute a Marketing department so that there are employees dedicated only to content production, website management and social media management.

In the following table 8, the set of actions to be adopted for each objective proposed in table 6 can be succinctly verified.

Objectives	Tool	Action
1) Increase the number of followers 2) Increase the engagement 3) Increase reach per post	Social media Marketing content	1,2,3) Content production for each digital platform 1,3) Publish 2 to 3 times a week (Facebook, Instagram and LinkedIn) 1,3) Make 2 to 4 Storys a day (Facebook and Instagram) 1,3) Interaction with the public on social networks through Quizzes, direct, Storys 2 times per week (Instagram and Facebook) 1,2) Paid promotion of posts on all social networks 1) Integration of social networks with the website
1) Increase the number of visitors 2) Decrease the rejection rate 3) Increase the average page per session 4) Increase conversion rate	Website Marketing content	1,2,3,4) Website redesign 1,4) Paid promotions on social networks redirecting to the website 1,4) google Adwords advertising 1,2,4) SEO and SEM 2) Content production 3,4) Constant updating of work portfolio 3) Social media mirror on the website 2,3,4) Page for requesting quotations of services

Table 8 - Actions by objective

Source: own production

3.5.1. Estimated cost structure

The table 9 presents the estimated cost structure to put into practice this marketing plan for the Openline Group. The website restructuring cost is a one-off cost, and all others are monthly.

In this table, the costs related to hiring employees and their associated costs to the company are not considered.

Actions	Estimated cost
Website redesign with a newsletter	5.575 € + VAT
Social media management, SEO and SEM campaigns	1000€/ month + VAT
Advertising on Adwords	500€/ month + VAT
Social Media post promotion	500€/ month + VAT
Marketing content (for photo and video equipment)	250€ / month + VAT
SproutSocial - Professional	141,25 / month + VAT
Total 12 months	34270€ + VAT

Table 9 - Estimated cost of Actions

Source: own production

3.5.2. Timeline

Considering the timeline in table 10, and that the Openline Group's activity in social networks is low, the creation of content should start before the dynamics of social media. For this reason, in October, the content production will start to collect media for the website and for social media.

The restructuring of the website is of maximum priority, and considering that to create the new one, it is not necessary to deactivate the old one, even if it is not updated, it allows the client to continue to have access to information while the new website is made. The rebuild will take place between September and December so that in January, the company can start the year 2023 with a new website. During the last 2-3 months of the construction, the SEO must be updated, the page for budget request created, the chatbot and the social media page that will present all the publications made on social media, as well as the portfolio page of the company.

In January 2023 begins, the AdWords advertising to sponsor links to the website of the Openline Group on the Google Platform.

Considering that the production of content began in October, in November, the publications on the social networks in the feed and story's in Facebook, and Instagram began, as well as interactions with the public through Quizzes, and direct actions carried out on the platforms.

In January, the paid promotions of publications on social networks began to create traffic to the website.

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
Website (Restructure and design)	x	x	x	x								
Page for quotations			x	x								
SEO and SEM		x	x	x		x		x		x		x
Website portfolio			x	x								
Social media on Website					x							
Content production		x		x		x		x		x		x
AdWords advertising					x	x	x	x	x	x	x	x
Publish 2 to 3 times a week social media			x	x	x	x	x	x	x	x	x	x
Paid promotions on social media					x	x	x	x	x	x	x	x
Interaction with the public on social media						x	x	x	x	x	x	x
2 to 4 Stories a day on Insta and Fb			x	x	x	x	x	x	x	x	x	x

Table 10 - Timeline actions

Source: own production

3.6.CONTROL

The last letter, "C" of SOSTAC, refers to control. To control the direction of the actions, it is essential to define mechanisms to understand which actions have been successfully implemented and which need to be adapted. For this, it is necessary to choose the type of information that will measure the performance of the Openline Group with the implementation of the actions detailed above.

In the following table 11 it is possible to see which KPI'S are the most appropriate for the analysis, as well as the respective control mechanisms and frequency.

Platform	KPI	Objective	Control mechanisms	Frequency	Deadline
Facebook, Instagram, LinkedIn	Number of followers	Increase 30%	Statistics of the respective platforms	Annual	1 Year
	Number of followers	Increase 2,5%		Monthly	Monthly
Facebook, Instagram, LinkedIn	Number of likes, comments and shares	Increase 2%	Platform statistics, SproutSocial	Daily	Monthly
Facebook, Instagram, LinkedIn	Engagement	Increase 30%	Platform statistics, SproutSocial	Annual	1 Year
	Engagement	Increase 2,5%		Monthly	Monthly
Facebook, Instagram, LinkedIn	Reach per post	Increase 50%	Platform statistics	Annual	1 Year
Website	Website visitors	Increase 20%	Server statistics, Google analytics	Annual	1 Year
	Website visitors	Increase 2%		Monthly	Monthly
Website	Rejection rate from	Reduce from 51% to 25%	Server statistics, Google analytics	Monthly	1 Year
Website	Number of page views per session from 2 to 4	Increase from 2 to 4	Server statistics, Google analytics	Monthly	6 Months
Website	Increase of 10% in website speed Decrease page load time by 0.4 seconds. Decrease 0.20 Mb page weight		GTmetrix	Monthly	4 Months

Table 11 - Control mechanisms

Source: own production

After a year of implementation, the Openline Group should collect primary data on the performance of the website and social networks through a publicly available survey as well as interviews with employees. In this way, it is possible to obtain in-depth feedback and know exactly what improvements need to be made to strengthen the digital presence to retain current customers and attract new ones.

It is inevitable the continuous analysis of the market and its competitors to see how they change their strategies or adopt new approaches.

With the proposed actions, the systematic analysis of the Openline Group's performance and observation of the competition and the market will allow the company to create a solid digital presence while fulfilling its objective and mission.

4. CONCLUSIONS

The Openline Group, throughout its 20 years of existence, has never defined a digital marketing plan, and the results obtained on its social networks and website have made this clear.

This project was centred on the development of a digital marketing plan for the company Openline Group, and the main conclusions are presented in this chapter.

Currently, the number of companies in the construction market in the northern region of Portugal is high, which means that the level of demand in the market is also high, making it essential to focus the offering on the needs of the target customers.

To develop the digital marketing plan for the Openline Group, it was adopted the digital marketing plan model proposed by Smith & Chaffey (2017), which defines a set of steps based on the SOSTAC model and presents in detail all the essential moments of a marketing plan and is very suitable for the Openline Group precisely because of its simplicity. Based on this, an external analysis was carried out with the aim of understanding who and what Openline Group's main competitors are and how they are present digitally. Secondly, an internal diagnosis of the company was carried out where it was possible to verify a set of weaknesses of the company in question at the digital level; website with poor performance, not very accessible and user-friendly, as well as poor online communication, namely in the social networks where the company is present.

To confirm the problems previously mentioned, two semi-structured interviews were conducted, which led to the confirmation of the problems.

To address these problems and given that the specific objective is to retain the existing customers of the Openline Group and attract new ones, a series of actions were determined that not only cover the total restructuring of the website but also the social networks as well as the production of content that supports all the digital media where the Openline Group is present.

Throughout this work was felt some difficulty in obtaining some external data, but mainly internal after finishing the curricular internship, not being possible to know if the company is willing to create a marketing department in order to support the digital and non-digital parts of the company.

After the elaboration of this marketing plan, it can be stated that the group has some internal difficulties regarding the distribution of the marketing positions among the employees, and therefore the creation of a marketing department is recommended.

In conclusion, it is hoped that this document will enable the Openline Group to achieve the objectives outlined as well as the digital success that the Group aspires to, ensuring the loyalty of current clients and attracting new ones.

Given the high speed at which competition seeks competitive advantages in the construction sector, as well as technological development, being digitally present is part of everyday life. Thus, it is recommended that the Openline Group invests consecutively in its digital presence to ensure that all its platforms achieve the highest standards.

From a future perspective, it is recommended that the Openline Group integrates email marketing as a tool for the propagation of services among current customers, as well as the development of a monthly newsletter with news about the services and the Openline Group.

Finally, it is suggested that the Openline Group develop a solid marketing plan to combat the existing gaps in offline marketing and integrate this with digital marketing.

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APPENDICES

APPENDICES 1 – INTERVIEW GUIDE

1- Name, role at Openline

2- How long have you held the job?

3- Do you follow the company's social networks?

3.1 - What is your opinion about Openline social networks?

3.2 – Which social network do you most frequently recommend to the clients?

3.3 - Do you use any social network to find potential customers?

3.4 - In your opinion, what could be done to make it more interesting to recommend to customers?

4- Are you familiar with the company's website?

4.1 – Do you recommend customers to visit the website? Why

4.2 - What are the main problems you point out for the website?

4.3 - Is it up to date?

4.4 - Do you consider that the website is optimized for easy navigation?

4.5 - Since the company does not sell any products directly through the website, do you consider it important to have one?

4.6 - What improvements do you recommend?

5- Do you think that an improvement of digital platforms would impact the performance and productivity of the organization?

6- If the digital platforms were up-to-date and dynamic would it help you in your work?

APPENDICES 2 – AG INTERVIEW

Interview conducted on 8/01/2022 with AG, an employee of the Openline Group in the role of business prospection and website and social media updates.

Entrevistador – Boa tarde, esta entrevista é realizada no âmbito da minha dissertação com a função de fundamentar e perceber quais os maiores problemas com as plataformas em que a Openline Group se encontra presente. Peço que faça uma breve apresentação sua.

AG – Boa tarde, o meu nome é Alvaro giesteira e o meu cargo atual na Openline Group é prospeção de negócio.

Entrevistador – A quanto tempo trabalha para a Openline Group?

AG – Trabalho para a Openline desde 2018, portanto á 4 anos.

Entrevistador – Conheces e segues alguma das redes sociais da Openline?

AG – Portanto sigo o Facebook, o Instagram e o LinkedIn.

Entrevistador – Qual a sua opinião em relação as redes sociais em que a Openline Group está presente?

AG – A meu ver é necessário um conteúdo semanal com o objetivo de demonstrar o que fazemos visto que somos um grupo já com várias áreas de negócio desde a construção, manutenção e instalação HVAC, convém sempre reforçar que é uma coisa que hoje em dia o portefólio tem que ser uma coisa digital então convém ter um seguimento detalhado porque os clientes que nos

seguem gostam de ver o que fazemos porque as vezes também um simples email não chega e as imagens falam por si.

Entrevistador – Quando desenvolve a sua profissão que neste caso é prospeção de negócio, costuma recomendar alguma rede social da Openline Group aos clientes e potenciais clientes?

AG – Sim, costumo recomendar duas. O linkedIn para fins mais comercial, mas também concelho muito a seguirem o nosso instagram porque temos conteúdos mais diários através das stories que não podemos publicar no linkedIn e também temos uma política muito humana, isto é, mostrar as pessoas quem trabalha connosco e as iniciativas que temos e não mostrar só que somos uma empresa de construção e o nosso portfolio. Nunca se sabe quando um cliente pode vir a ser um futuro colaborador.

Entrevistador – Utiliza alguma rede social para a procura de potenciais clientes?

AG – Sim, utilizo o linkedIn nesse sentido. É uma rede ótima para prospeção de negócio.

Entrevistador – Na sua opinião o que é que pode ser feito para melhorar as redes sociais?

AG – A questão essencial é atualização constante, semanal porque demonstramos a dimensão do grupo. Se publicarmos uma vez por mês as pessoas partem do princípio de que não temos projetos, então uma constante atualização mostra a diversificação do nosso portefólio.

Entrevistador – Em relação ao website da Openline Group, conhece bem?

AG – Sim, o nosso site não é antigo, mas a sua estrutura é antiga o que leva a alguma demora no carregamento das páginas e mesmo em gestão de conteúdos é um bocado antiquado, isto é, a plataforma que nos temos neste momento é uma plataforma desde 2005/2006 que não foi atualizada, isto é, o backoffice, o que implica termos o dobro do trabalho que deveríamos ter com um website atualizado. Eu sei isto porque sou eu que estou encarregue destas atualizações bem como nas redes sociais.

Entrevistador – Ainda assim, quando faz prospeção de negócio recomenda a visita do website aos clientes?

AG – Sim sem dúvida, é um cartão de visita da empresa em que nos podemos segmentar tudo direitinho e também, hoje em dia, quem é que não utiliza o google!

Entrevistador – Tendo em conta que já apresentou alguns dos problemas do website da Openline, quais considera que são mais graves?

AG – A lentidão é uma coisa preocupante. Hoje em dia se uma pessoa estiver de visita a um website e este for lento mais rapidamente sai dele e não perde muito tempo a espera que este carregue, mas também a questão visual, a produção gráfica é importante porque se tivermos um website “clean”, visualmente atrativo, que por vezes o nosso site não é, é uma questão importante.

Entrevistador – Considera que o website está atualizado?

AG – Não tanto como as redes sociais devido ao que tinha indicado anteriormente, a dificuldade que é para inserir conteúdo.

Entrevistador – Considera que a navegação do website é fácil e esta otimizada?

AG – Não, não de todo. Fazemos vários passos para chegar a um fim e isso não é recomendável. Temos que andar por vários menus e páginas até chegar ao portefólio, portanto não está de todo otimizado nem a sua navegação é fácil.

Entrevistador – Tendo em conta que a empresa não vende produtos nem serviços através do website, considera que este continua a ser importante para a empresa?

AG – Sim claro, é importantíssimo visto ser a pegada digital e um bom website também demonstra a preocupação que a empresa tem para com a sua imagem, parte comercial e comunicação.

Entrevistador – A mesma pergunta se aplica as redes sociais, considera importante ter?

AG – Sim claro, também ajuda a marcar uma espécie de estatuto e notoriedade da marca

Entrevistador – Quais são as recomendações que tem para o website?

AG – A sua reestruturação completa com uma navegação mais simples para que os nossos clientes consigam navegar e chegar a informação que procuram da forma mais fácil.

Entrevistador – Considera que o melhoramento de todas as plataformas digitais da Openline Group teriam impacto na performance e produtividade da Organização?

AG – Sem dúvida, primeiro tínhamos internamente um grupo de trabalhadores mais motivado, com orgulho de partilhar o que é que fazem e o

que a empresa em geral está a fazer bem como onde estamos a fazer trabalhos. Numa perspetiva comercial, é muito mais fácil falar com uma pessoa que depois quando desliga a chamada e vai pesquisar o que tu acabaste de dizer e encontra provas, da te argumentos para desempenhar o teu trabalho, sem dúvida.

Entrevistador – Se todas as plataformas digitais estivessem atualizadas e dinâmicas, achas que ajudaria no seu trabalho?

AG – sim, sem dúvida, como tinha mencionado anteriormente, ajudaria bastante porque ao contrário de sermos nos a procurar clientes, certamente seria o contrário. Teríamos uma fluidez maior de clientes a procurar-nos porque viram as nossas redes, viram o nosso website e não teríamos uma aposta tao grande na parte de prospeção de negócio.

Entrevistador – Obrigado pela sua colaboração com as perguntas que lhe foram propostas.

AG – Obrigado.

APPENDICES 3 – CB INTERVIEW

Interview conducted on 8/01/2022 with CB, an employee of the Openline Group in the role of human resources technician.

Entrevistador – Boa tarde, esta entrevista é realizada no âmbito da minha dissertação com a função de fundamentar e perceber quais os maiores problemas com as plataformas em que a Openline Group se encontra presente. Peço que faça uma breve apresentação sua.

CB – Boa tarde, o meu nome é CB e sou técnica de recursos humanos na Openline Group.

Entrevistador – A quanto tempo trabalha para a Openline Group?

CB – Trabalho na Openline desde março de 2021, portanto ainda não fez 1 ano.

Entrevistador – Conheces e segues alguma das redes sociais da Openline?

CB – Sim sigo, Facebook, Instagram e LinkdIn.

Entrevistador – Qual a sua opinião em relação as redes sociais em que a Openline Group está presente?

CB – Antes de realizarem o estágio ou agora que estão aqui quase a concluir o estágio?

Entrevistador – Antes e depois, mas no geral.

CB – Na minha opinião o Instagram está melhor, está a ser mais dinamizado com histórias, com fotos. Antes, tinha ainda menos seguidores, pouco conteúdo, o conteúdo que era lá colocado não era atualizado com frequência, as publicações também não são feitas com frequência, são muito raras o que faz com que também as pessoas que sigam se desinteressem e deixe de aparecer como primeiro, uma vez que quanto mais conteúdo existir mais pessoas vão ter acesso se consequentemente seguir, etc.

Entrevistador – Quando desenvolve a sua função, recomenda a visita das redes sociais aos candidatos?

CB – Eu acho que nos devemos recomendar sempre nem que seja para as pessoas terem uma noção do que é a empresa e o que faz, acho é que não o faço

muitas vezes porque se não estiverem atualizadas também não faz sentido as pessoas verem aquilo porque podem achar que não existe uma equipa a trabalhar naquilo e podem ficar com uma ideia erra das nossas redes.

Entrevistador – Acha que as redes sociais são um bom local para encontrar candidatos?

CB – Acho que sim, alias eu uso muito as redes sociais para recrutamento.

Entrevistador – Qual a rede social que utiliza mais?

CB – É variável, depende muito das categorias, das funções, mas a que estou a utilizar mais atualmente é o LinkedIn.

Entrevistador – Se as redes sociais estivessem mais atualizadas e dinâmicas recorreria mais a estas na procura de candidatos bem como indicar os potenciais clientes a fazerem uma visita ao espaço digital da empresa?

CB – Sim, claro que sim, porque repara, se nos tivermos muito seguidores nas redes sociais faz sentido partilhar la muitos conteúdos como anúncios de emprego. Se eu pensar assim: vou perder tempo a colocar um anúncio numa rede que tem pouco seguidores, não vale a pena porque não vou tirar dali muitos candidatos e muitas candidaturas.

Entrevistador – Conhece bem o website da Openline Group?

CB – Conheço o website, mas confesso que não vou lá muitas vezes nem tenho bem a percepção do que é la colocado. Sei que são colocados lá anúncios de emprego que temos, mas pouco mais.

Entrevistador – Costuma recomendar a visita do website aos candidatos?

CB – Por norma não.

Entrevistador – Qual o motivo que leva a não recomendação da visita do website?

CB – Porque lá está, como não é atualizado com muita frequência acho que não faz sentido estar a encaminhar as pessoas para la, embora eu saiba que é algo muito importante porque eu sei que quando as pessoas não conhecem a empresa é a primeira coisa que fazem é colocar no google, Openline e o site é o que lhes aparece.

Um candidato antes de ir a uma entrevista tenta sempre procurar sobre a empresa e preparar-se e muitas vezes a forma de o fazer é recorrer as nossas redes sociais, ao website para conhecer a empresa, a política da empresa, o que é que nos fazemos, portanto sim, é muito importante o website e as redes sociais.

Entrevistador – Pelo que mencionou anteriormente, considera que o website não está atualizado?

CB – Não, não está atualizado como devia estar.

Entrevistador – Quais são os principais problemas que considera que o website tem?

CB – O principal problema para mim é mesmo a falta de conteúdo frequente. Podiam ser colocadas notícias de obras realizadas, eventos na organização que são vários e que os colaboradores adoram e que não é lá colocado.

Entrevistador – Considera que é fácil navegar no website?

CB – Acho que se tem que fazer muitos cliques para se chegar a informação que pretendemos visualizar, portanto não é fácil navegar no website.

Entrevistador – Tendo em conta que não se vendem produtos nem serviços no website, considera que é importante ter estas plataformas online?

CB – É sempre importante ter porque é a imagem da empresa que esta em jogo.

Entrevistador – Quais as suas recomendações de melhoria quer para as redes sociais, quer para o website?

CB – Eu acho que uma grande melhoria era mesmo o dinamismo, ser feitas publicações com regularidade e mostrar a quem nos segue e quem nos procura que de facto as plataformas estão atualizadas. Eu acho que é o essencial bem como um planeamento porque por vezes não é a quantidade, mas a qualidade da informação partilhada.

Entrevistador – Caso exista um melhoramento de todas as plataformas online da Openline Group, considera que impactaria a performance da empresa?

CB – Claro que sim, as pessoas têm mais noção do que a empresa faz e isso pode atrair clientes.

Entrevistador – Em relação ao seu trabalho, considera que um melhoramento das plataformas online impactaria o seu trabalho?

CB – Sim porque mais pessoas vão conhecer a Openline Group, eu própria vou recorrer mais as plataformas digitais para realizar recrutamento daí ser extremamente importante para o meu trabalho e para a imagem da empresa para com os candidatos, clientes e possíveis clientes também.

Entrevistador – Obrigado pela disponibilidade para responder as questões.

CB – Obrigado, boa tarde.