



INSTITUTO POLITÉCNICO DE BRAGANÇA

**Business plan for marketing Company for small
and medium enterprises**

Oumayma Hosni

Final Dissertation submitted to Instituto Politécnico de Bragança
To obtain Master's Degree in Product and Process Innovation

Supervisors:
Nuno Filipe Lopes Moutinho

Bragança, October, 2023

Acknowledgement

To my supervisors Pr. Nuno Filipe Lopes Moutinho.

To my professors and the head of department Pr. Ana I. Pereira and Pr. Vera Ferro Lebres.

I also want to thank my father, mother, brother and sister for the continuous support and my extended family especially cousins who always believed in me.

I finally want to thank all my friends who always stood by me.

Abstract

This thesis illustrates the process of establishing Ad'art business approach, a marketing agency whose main focus is digital marketing services ranging from content generation to social media management to website creation that relies mainly on artificial intelligence tools to deliver them and provide an extra payment model that is partnership-based model. This work not only shows the marketing, financial, and business strategy, as well as the market study, but it also includes a case study of a journey with a client who partnered with Ad'art. The document begins with the innovation framework in order to comprehend the company's core innovative component. Then, using a survey, we conducted a market study to determine to what extent small and medium-sized businesses face strategic and financial marketing challenges. Furthermore, we developed a detailed marketing plan that demonstrates the overall strategy, the promotion and publicity implementation plan, and explains the pricing strategy choice. Following that, we presented the financial strategy, which included the costs and estimated turnover in simple tables as well as a professional Excel sheet provided by the IAPNG. We continued with a business plan that included all of the above elements as well as a deeper look into the market using several practices such as PESTEL, SWOT analysis, the process and benchmarking. Finally, we finished with a showcase report to illustrate all of the work Ad'art did for Portisia, the first client, with examples. All of the reports were reviewed by experts in the field, and after consulting with a lawyer, the activity was officially created on May 2, 2023, under activity numbers 1333 for publicity and 1319 for commission.

Keywords: Digital Marketing, business plan, marketing strategy, financial plan, innovation

Resumo

Esta tese ilustra o processo de estabelecimento da abordagem de negócio da Ad'art, uma agência de marketing cujo foco principal são os serviços de marketing digital que vão desde a geração de conteúdos à gestão de redes sociais e à criação de websites, que se baseia principalmente em ferramentas de inteligência artificial para os prestar e fornece um modelo de pagamento extra que é o modelo baseado em parcerias. Este trabalho não só apresenta a estratégia de marketing, financeira e de negócio, bem como o estudo de mercado, mas também inclui um estudo de caso de uma jornada com um cliente que fez parceria com a Ad'art. O documento começa com o enquadramento da inovação, de modo a compreender a componente inovadora central da empresa. Depois, através de um inquérito, realizámos um estudo de mercado para determinar em que medida as pequenas e médias empresas enfrentam desafios de marketing estratégicos e financeiros. Além disso, desenvolvemos um plano de marketing pormenorizado que demonstra a estratégia global, o plano de implementação da promoção e da publicidade e explica a escolha da estratégia de preços. Em seguida, apresentámos a estratégia financeira, que incluía os custos e o volume de negócios estimado em tabelas simples, bem como uma folha de Excel profissional fornecida pelo IAPNG. Continuámos com um plano de negócios que incluía todos os elementos acima referidos, bem como uma análise mais profunda do mercado, utilizando várias práticas como PESTEL, análise SWOT, o processo e benchmarking. Finalmente, terminámos com um relatório de apresentação para ilustrar todo o trabalho que a Ad'art fez para a Portisia, o primeiro cliente, com exemplos. Todos os relatórios foram revistos por especialistas na área e, após consulta de um advogado, a atividade foi oficialmente criada a 2 de maio de 2023, com os números de atividade 1333 para publicidade e 1319 para comissão.

Palavras-chave: Marketing Digital, plano de negócios, estratégia de marketing, plano financeiro, inovação

Table of content

Contents

Acknowledgement.....	1
Abstract	2
Table of content.....	3
Table Of Figures	5
List of tables.....	6
Introduction	7
1. Innovation Description For Ad'art	9
1.1 AI-Powered Efficiency	9
1.2 Profit-Share Payment Model	9
1.3 Strategies for Implementation.....	10
1.4 Main idea	11
2. Market study report.....	12
2.1 Introduction.....	12
2.2 Methodology.....	13
2.3 Research Design.....	13
2.4 Data Gathering Procedure.....	13
2.5 Analysis of Data	14
2.6 Ethical Considerations	14
2.7 The survey	14
2.8 Conclusion.....	21
3. Marketing report	22
3.1 Marketing strategy	22
3.2 Promotion and Publicity implementation	25
3.3 Pricing.....	31
4. Financial Plan.....	34
4.1 Introduction.....	34
4.2 The best legal form to start the business.....	34
4.3 Sales and other income assumptions	34
4.4 Costs Structure.....	38
4.5 Investment and Financing.....	39

4.6	Financial Statement Forecast.....	39
4.7	Project Evaluation.....	40
5.	Business Plan	42
5.1	Description of the project	42
5.2	Potential promoters and partners	42
5.3	Mission and Vision:.....	42
5.4	Services provided explained.....	43
5.5	Description of the process	44
5.6	S.W.O.T. Analysis	46
5.7	PESTEL Analysis.....	47
5.8	Market Analysis.....	50
5.8.1.	Market Segmentation	50
5.8.2.	Target Market and Positioning.....	51
5.8.3.	Competition Market Assessment	51
5.8.4.	Analysis of the Competition	53
5.8.5.	Competitive Advantages.....	57
5.8.6.	Marketing strategy	57
5.9	Financial Analysis	60
6.	Show case study.....	61
6.1	Introduction.....	61
6.2	Project Goals and Objectives.....	61
6.3	Content Marketing Strategy.....	61
6.4	Rebranding Strategy	63
6.5	Challenges and Solutions.....	65
6.6	Conclusion.....	66
	Conclusion.....	67
	Reference.....	68
	Annex	69
	Validation for Market Study.....	69
	Validation for Marketing Plan.....	70
	Validation for business plan	71
	Validation for Showcase Study	72
	Validation for Financial Plan.....	73

The Survey	74
------------------	----

Table Of Figures:

Figure 1 The industries.....	15
Figure 2 Number of employees.....	15
Figure 3 The geographical partition.....	16
Figure 4 Years in operation.....	16
Figure 5 Challenge level to identify the target audience.....	17
Figure 6 Challenge level to identify the target audience.....	17
Figure 7 What marketing channel is the most effective	18
Figure 8 The effectiveness of the current marketing strategy	18
Figure 9 The effectiveness of the current marketing strategy	19
Figure 10 The effectiveness of the current marketing strategy	19
Figure 11 The most challenging marketing resource to obtain.....	20
Figure 12 Implemented strategies to address the financial challenges.....	20
Figure 13 The effectiveness of the strategies used.....	21
Figure 14 Example of the tip segments.....	23
Figure 15 Example of AI news	23
Figure 16 Example of the best of ads segments	24
Figure 17 Marketing strategy action plan.....	24
Figure 18 The 3 versions of the logo.....	27
Figure 19 Use of social media for brand research.....	28
Figure 20 Most used social media platforms.....	28
Figure 21 The Instagram page.....	29
Figure 22 The Facebook page	29
Figure 23 best-performing posts in the month of August	30
Figure 24 the content performance in the last 90 days (09/21/2023)	30
Figure 25 Home page of the website.....	30
Figure 26 Standard contracts.....	32
Figure 27 Standard contracts.....	32
Figure 28 The age distribution of Portugal	48
Figure 29 Advertising Market: Overview	51
Figure 30 Distribution by the geographical location of head offices (top 5)	52
Figure 31 Advertising Market: Microenterprises	53
Figure 32 Targeted posts Themes	62
Figure 33 Video content created for Portisia.....	62
Figure 34 The old version of the logo	64
Figure 35 The new logo	64
Figure 36 Templates created for portisia.....	65

List of tables:

Table 1 Sales of sales	34
Table 2 Sales expectations for 2023	34
Table 3 Sales expectations for 2024	35
Table 4 Sales expectations for 2025	35
Table 5 Sales expectations for 2026	36
Table 6 Sales expectations for 2027	36
Table 7 Sales expectations for 2028	37
Table 8 Other income sources	37
Table 9 Cost Structure	38
Table 10 Investment	39
Table 11 Financing sources	39
Table 12 Income Statement	39
Table 13 Balance Sheet	40
Table 14 Project Evaluation	40
Table 15 S.W.O.T analysis	46
Table 16 Segmentation table by type and size	50
Table 17 Codesign analysis	54
Table 18 TeknonWriters analysis	55
Table 19 SmartSites analysis	56

Introduction

In today's intensely competitive business scene, businesses of all sizes must navigate a maze of communication tools and marketing tactics. The persistent quest of market relevance and innovation has increased the importance of strategic marketing, particularly in the field of digital marketing services. Small and medium-sized enterprises, which drive economic growth in many countries, can face formidable challenges in developing effective marketing strategies. Time and financial constraints can be limiting issues, particularly when traditional marketing methods are on the list.

This thesis explores the journey that led to the establishment of Ad'art, a marketing agency that offers an unconventional pricing strategy, the Profit-Share Payment Model, as well as an innovative framework that capitalizes on the power of artificial intelligence (AI) to not only automate tasks but also make advertising activities more efficient and cost-effective.

We are aware that small businesses frequently have tight budgets and few resources, such as manpower and knowledge. The goal of Ad'art is to exclusively serve the needs of small enterprises. Ad'art understands the unique issues and objectives of small businesses, in contrast to standard marketing agencies that take a one-size-fits-all approach, and we customize our services accordingly. The distinguishing feature of this innovation is its dedication to offering affordable and effective marketing solutions by using and concentrating on AI tools to assist these businesses in achieving their objectives and by providing a new pricing method thanks to our Profit-Share Payment Model.

Thanks to the academic background in digital marketing and the experience I had as a marketing manager of a junior enterprise in Tunisia, I was part of a huge international network of junior entrepreneurs and was able to see and experience what young entrepreneurs go through, for that I'm very excited to start this adventure to be able to help them succeed their marketing strategy and do what I love most which is create and innovate.

This study is organized in six sections. Section 1 explain the innovation of this work. Then, we start by exploring the innovative part of Ad'art we deconstructed it into to part the profit-share pricing model and the reliance on AI tools then move to the implementation strategy next section is The market study, a cornerstone of this endeavor, which assesses the challenges faced by small and medium-sized businesses and paves the way for the meticulous design of marketing plans, services and pricing strategy.

The marketing plan that was presented right after discussed several aspects such as the objectives, the promotion strategy, and pricing in detail and also made sure to provide reasoning behind every choice by presenting the other possible options. Right after, a financial plan was presented where an elaborated forecast for the next 5 years.

Furthermore, the business plan was created it provided a deep understanding of the market and industry, a market analysis, and a summary of the marketing and financial plan that were already presented.

Later on, a concrete example of a work with a client was presented were the objectives, the work delivered and the challenges faced during this project were discussed.

Finally, every report was sent to an expert in the field who then reviewed it and sent their expert validation that was presented in the annex part along with the survey.

1. Innovation Description For Ad'art

Small businesses frequently find themselves at a competitive disadvantage when it comes to marketing in today's fast-paced and constantly changing business environment. It can be difficult for these companies to compete with larger enterprises because they often have small budgets, few resources, and staffing restrictions. Here is where Ad'art, an innovative marketing company steps in.

We are aware that small businesses frequently have tight budgets and few resources, such as manpower and knowledge. The goal of Ad'art is to exclusively serve the needs of small enterprises. Ad'art understands the unique issues and objectives of small businesses, in contrast to standard marketing agencies that take a one-size-fits-all approach, and we customize our services accordingly. The distinguishing feature of this innovation is its dedication to offering affordable and effective marketing solutions by using and concentrating on AI tools to assist these businesses in achieving their objectives and by providing a new pricing method thanks to our Profit-Share Payment Model.

1.1 AI-Powered Efficiency

Ad'art's innovation is built on a foundation that includes cutting-edge Artificial Intelligence (AI) tools that allow us to automate routine operations, speed up processes, and drastically decrease the margin for human mistakes by utilizing AI techniques. Ad'art also provides a cost-effective solution for small businesses, which frequently lack the resources for large marketing teams, and improves the pace and efficiency of marketing efforts. We believe every entrepreneur knows the power of AI but unfortunately, not all of them can afford it so instead of them investing in various AI tools that they won't necessarily use frequently we do the investment for them so in a way it's a collective investment by our clients.

By working with Ad'art, small businesses may bridge the resource gap that frequently prevents their growth and have access to top-tier marketing services that are both affordable and extremely effective.

1.2 Profit-Share Payment Model

Ad'art's strategy is truly innovative because of its profit-share pricing structure. We choose a collaborative and goal-oriented approach rather than conforming to the traditional fixed price systems, which can be financially taxing for small firms. Clients pay a percentage of their

profits under this novel business model, directly tying our success to that of our clients. Due to the fact that our income is based on the performance of our clients, Our agency is motivated to put out extraordinary effort to deliver these results.

1.3 Strategies for Implementation

The strategies for implementation can be the following:

→ **Collaborative Goal Setting:** At the start of the collaboration, both the agency and the client should work together to establish realistic and attainable goals that correspond with the client's business objectives.

→ **Risk Mitigation:** To address concerns about potential income loss for the agency, the Profit-Share Payment Model might be augmented with a retainer or a minimum payment level. Also, we didn't completely give up on the standard contracts.

→ **Use Of Artificial Intelligence:** to reduce costs and be more efficient, especially with the rise of technology, we will use some artificial intelligence tools such as;

- Canva: which uses artificial intelligence to recommend design templates based on trends and user preferences. It provides real-time design suggestions as well as font combinations. The backdrop remover uses artificial intelligence to accurately distinguish foreground subjects. Smart Resize streamlines the process of resizing designs for various platforms.
- Midjourney: is an artificial intelligence (AI) tool used in marketing to optimize client journeys. Marketers can use Midjourney's suggestions to tailor content and offer to specific clients. It aids in the creation of better-focused marketing efforts and improves consumer satisfaction by delivering relevant content at the appropriate moment. Midjourney's data-driven strategy equips marketers with the tools they need to make data-driven decisions and increase overall marketing effectiveness.
- Writesonic is an AI technology used in marketing to efficiently write high-quality content. It uses natural language processing to generate interesting blog posts, social network material, ad copy, and other content. Marketers may save time and costs by automating content generation with Writesonic. The AI features of the product allow firms to maintain constant content generation while efficiently appealing to the needs of their audience.

- Chatgpt can be utilized for a variety of marketing goals. It can help with the creation of individualized and engaging content for marketing initiatives including email marketing, social media posts, and website copy. ChatGPT can also be implemented into chatbots to provide real-time customer service, answer frequently asked questions, and improve the overall user experience on websites or social media platforms. Because of its natural language processing capabilities, marketers may better grasp customer feelings and preferences, resulting in more successful targeting and communication tactics

1.4 Main idea

Ad'art's distinctive innovation, fueled by AI-driven effectiveness and a profit-share pricing model, represents a substantial paradigm change in the marketing sector. It highlights how cutting-edge technology can help close the gap between small and large organizations by offering affordable solutions without sacrificing quality. Ad'art represents a ray of hope for small businesses, ushering in a time when innovation and affordability coexist, ultimately enabling these organizations to reach their corporate goals and beyond. Ad'art is the go-to option for organizations looking for brilliance without breaking the bank thanks to its winning combination of AI prowess and profit-sharing agreements.

2. Market study report

2.1 Introduction

In today's world competition in almost every market is very rigid and besides the need to innovate in their products companies now should focus more and more on their marketing strategy, especially since, companies still find it hard to reach their target even though there is an enormous number of communication tools and techniques.

One thing to keep in mind is that creating an effective marketing plan is not only challenging and time-consuming for small business owners but also financially troubling and that's because they have resource constraints that often limit the marketing strategies especially if they are going to use traditional marketing tools ¹. for instance, to reach 2000 audiences, marketers may spend from 150 USD to 900 USD in broadcast, newspapers, magazines, or direct mail ².

Another thing is that TV advertising is not only expensive but also its' effects are either hard to measure or the size and direction of the effects are not always as expected.

Moreover, it is mandatory to mention that Customer behavior is also changing for instance the customer is losing trust and becomes much more critical, smart, well-informed, and proactive than ever⁴.

Added to that there are differences in attitudes across demographic groups⁵, for example, according to Deloitte's 15th edition of the digital media trends⁶ only 10% of Gen Z respondents said watching TV or movies was their favorite entertainment pastime.

All these reasons contribute to a lot of negative outcomes. we can notice that skipping is a universal behavior, for instance, 52% of people skip online video advertising⁷.

Also, a lot of brands tend to over-invest in TV advertising and more than 70% of all brands have a negative ROI at the margin⁸ which explains why marketers now are leaning less toward advertising on TV, as a matter of fact, television expenditure in Portugal has been decreasing from 707 ML \$ in 2007 to 435 ML \$ in 2016⁹. More importantly, Almost 50% of all small businesses close within 5 years in part because of poorly executed or inadequate marketing strategies¹⁰.

To conclude, all of the above shows the importance of marketing to any business and it is very important to mention that While small businesses continue to provide the majority of job opportunities (employ 48% of the private sector employees, and provide 41.2% of the total U.S. private payroll.¹¹) within the United States economy, their continued failure rate has hindered full benefits of social change that could develop with an improved local economy and enhanced quality of life factors.

This study aims to offer a thorough knowledge of the difficulties small businesses have in marketing their goods or services by examining both the financial and strategic aspects of such obstacles. And to see if those companies will be interested in partnering with marketing agencies instead of buying their services.

2.2 Methodology

This research will use a survey-based methodology to evaluate the financial and strategic issues faced by small enterprises in marketing. The target demographic in this situation, small business owners, can be directly surveyed to provide quantitative data and opinions.

Small business owners who actively participate in the daily operations and decision-making processes of their businesses will make up the sample for this study. This sample size was chosen based on practical factors, such as the time and resources available for data collection and the need to get a representative sample of small business owners dealing with marketing difficulties.

2.3 Research Design

The survey's questions will be created to gather information on both the financial and strategic marketing difficulties. To enable participants to offer qualitative insights, it will combine closed-ended questions with pre-defined response possibilities and open-ended questions. The questionnaire will be set up as follows:

- Demographic Information: Participants will be asked for basic demographic information, such as firm size, industry, and years in business.
 - Financial Issues: The questions will discuss money-related topics, such as allocating money for marketing tasks, feeling constrained by money, and having trouble finding resources for marketing.
 - Strategic issues: This part will explore the strategic issues that businesses face, such as developing and implementing marketing strategies, determining their target markets, and coping with intense competition.
 - Mitigation Strategies: Participants will be asked to share any preventive methods they have used to deal with these difficulties.
- Research Design

2.4 Data Gathering Procedure

Small company owners from various industries and regions will be chosen to ensure the sample is representative of the population. To effectively reach a larger audience, the survey will be delivered electronically by email or a web-based survey platform. Affected business networks, social media sites, and trade groups will be used to reach out to participants.

2.5 Analysis of Data

After the collection of data, statistical approaches, such as quantitative analysis of closed-ended questions and thematic analysis of open-ended responses, will be used to examine the responses. The goal of the data analysis method is to find recurring patterns and trends in the marketing difficulties faced by small business owners.

2.6 Ethical Considerations

The study will abide by ethical standards to protect participant confidentiality and identity. All participants will be asked for their informed consent and will be made aware that the information they provide will only be used for research.

=> By using this survey-based methodology, we hope to gain insightful information from small business owners directly, giving us a thorough grasp of the financial and strategic difficulties they face while promoting their companies. The information gathered will be crucial for attempting to resolve the issue.

2.7 The survey

The questionnaire is designed to gather information on the financial and strategic challenges faced by small business owners in marketing. It includes a mix of closed-ended and open-ended questions. You can find the questions in the annex section

The format of the analysis aims to reveal insights in three main areas. Initially, we investigated the demographic attributes of the firms that were questioned. These observations offer a contextual framework for comprehending the subtleties of the marketing difficulties that companies of all sizes and geographical locations encounter. We then explore the strategic marketing difficulties. We look at the difficulties in identifying target markets and assess the perceived pressures from competition that these companies are under. Finally, in order to address the financial issues, we look into how much money should go toward marketing initiatives and what specific financial restrictions stand in the way of them.

Section 1: Demographic Information:

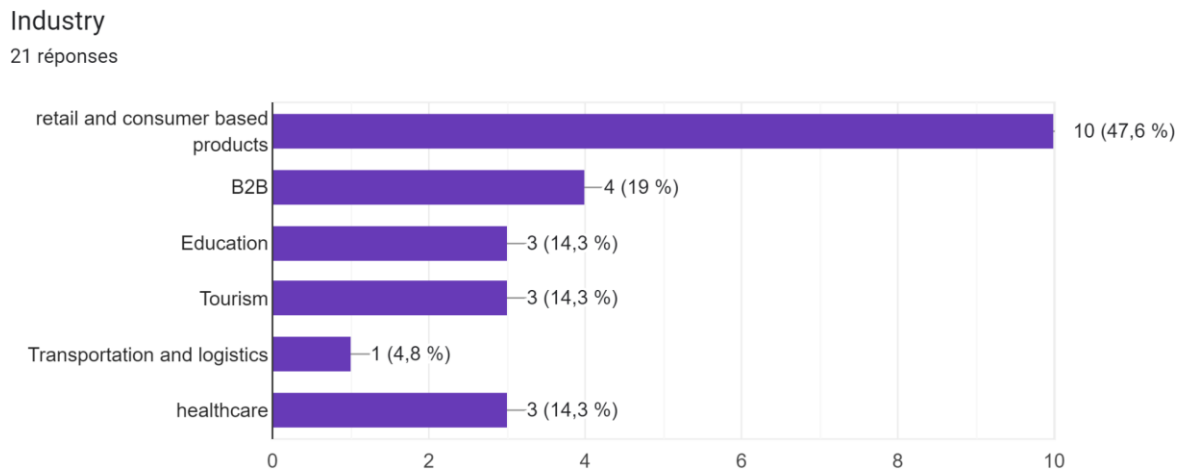


Figure 1 The industries

An overview of the distribution of enterprises among survey respondents across various industries is given in this study. The most prevalent industry among the respondents appears to be retail and consumer-based goods, followed by B2B and tourism, transportation, and logistics.

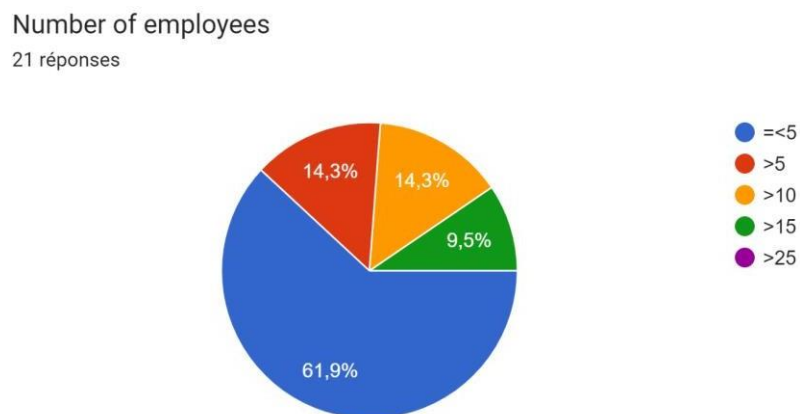


Figure 2 Number of employees

Based on the number of employees, this research displays the distribution of companies. Businesses with five or fewer employees make up the bulk of respondents with 61.9%, followed by those with more than ten employees. this shows that the vast majority are small companies.

which country
20 réponses

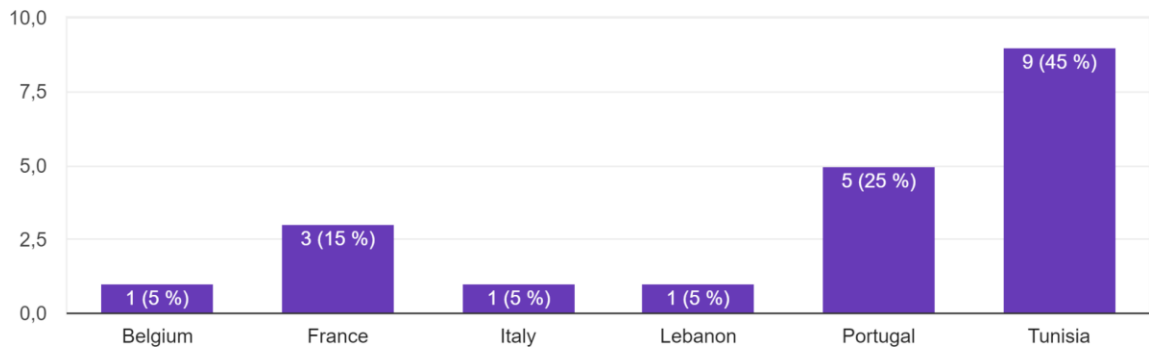


Figure 3 The geographical partition

Portugal and Tunisia account for the majority of responses, with smaller percentages from France, Belgium, Lebanon, and Italy. this geographic diversity can help us get a global idea of how businesses are affected by marketing issues and tactics.

Years in Operation
21 réponses

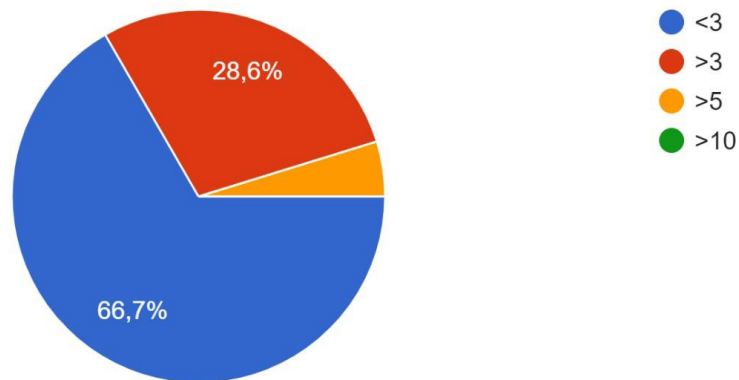


Figure 4 Years in operation

The majority of respondents own companies with an average age of less than three years, which points to a higher percentage of very young companies. Fewer have been in business for longer than three years counting 28.6%, and still fewer for longer than five years.

Section 2: Strategic Challenges

How challenging is it for your business to identify and define your target audience?

21 réponses

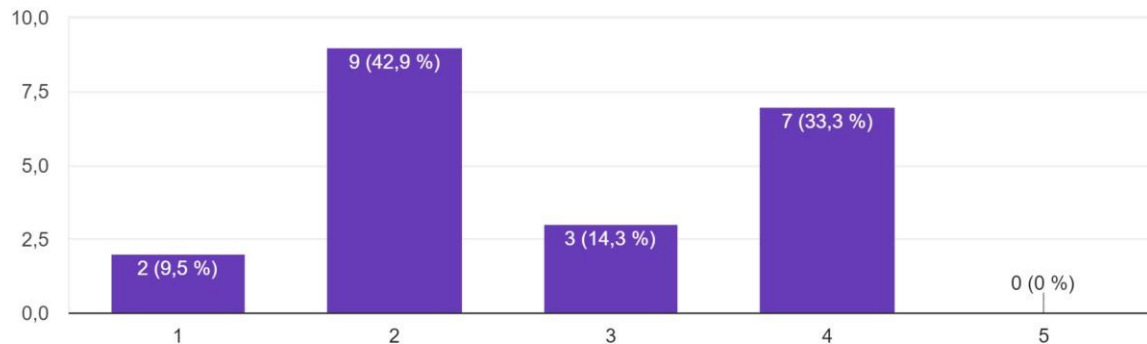


Figure 5 Challenge level to identify the target audience

With the majority of replies lying between 2 and 4, which indicates that the great majority considers it either a little tough or very challenging, the majority of respondents regarded this assignment to be moderately challenging. Few people found it exceptionally difficult or extraordinarily easy. This data demonstrates the different levels of difficulty that the surveyed businesses had in identifying their target audience, which may indicate a lack of comprehension.

How would you describe the level of competitive pressure your business faces in your industry?

21 réponses

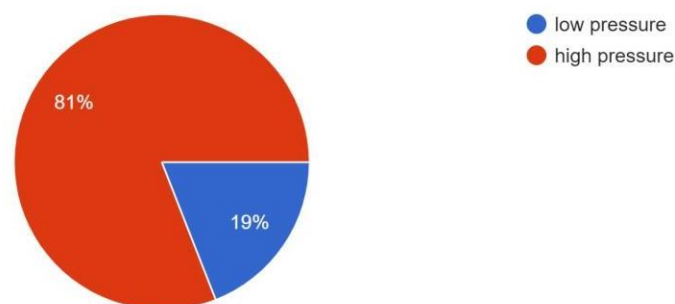


Figure 6 Challenge level to identify the target audience

The distribution of reactions with respect to the intensity of competitive pressure is shown by this analysis. 81% of the respondents, or the majority, believe that their organizations operate in highly competitive, high-pressure conditions. This could be not only something to consider when dealing with clients but also a selling point for us.

Which marketing channels have been the most effective for your business? (Select one or more)

21 réponses

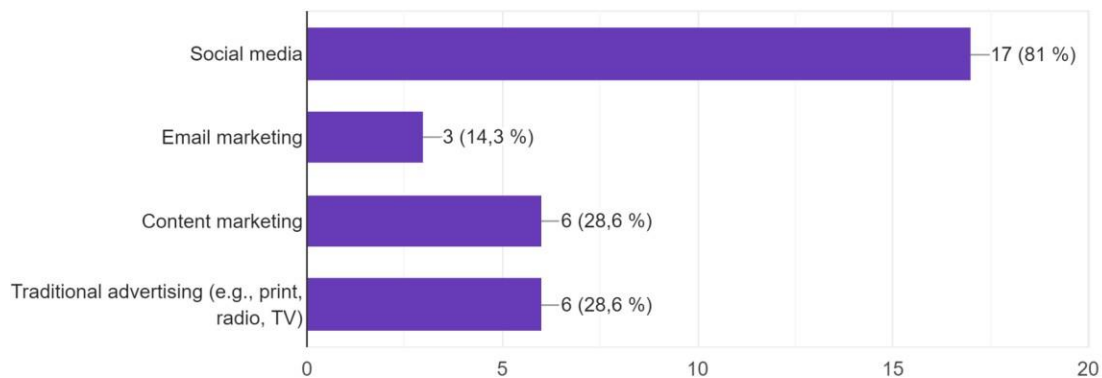


Figure 7 What marketing channel is the most effective

An overview of the marketing channels that companies find most successful is given by this analysis. The vast majority of participants advocate social media as a successful avenue for their marketing campaigns. Content marketing is an additional well-liked option. A sizable portion of respondents believe traditional forms of advertising—such as print, radio, and television—to be effective.

How would you rate the effectiveness of your current marketing strategy?

21 réponses

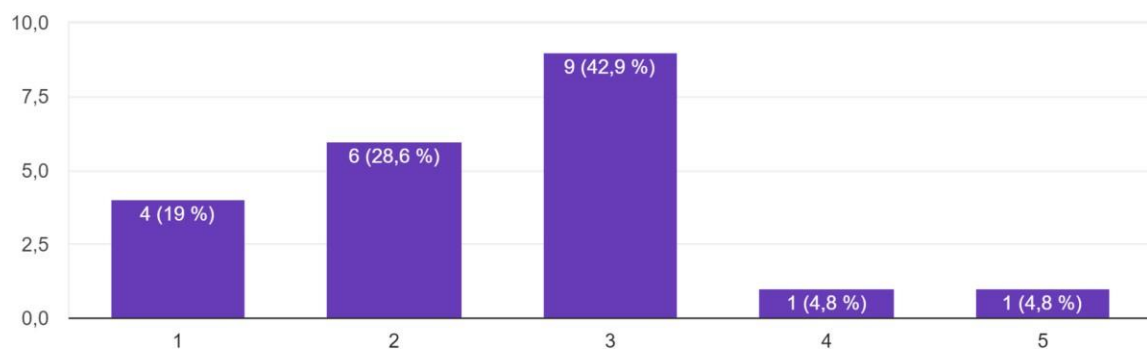


Figure 8 The effectiveness of the current marketing strategy

Based on the present marketing strategy's effectiveness rating, this study displays the distribution of responses. Most respondents said their marketing plan was just mediocly successful. Notable numbers of people also believe that their approach is either very ineffective or only marginally effective. Fewer people think their approach is very successful.

Section 3: Financial Challenges

How would you describe the financial constraints your business faces concerning marketing efforts? (Select one or more)

21 réponses

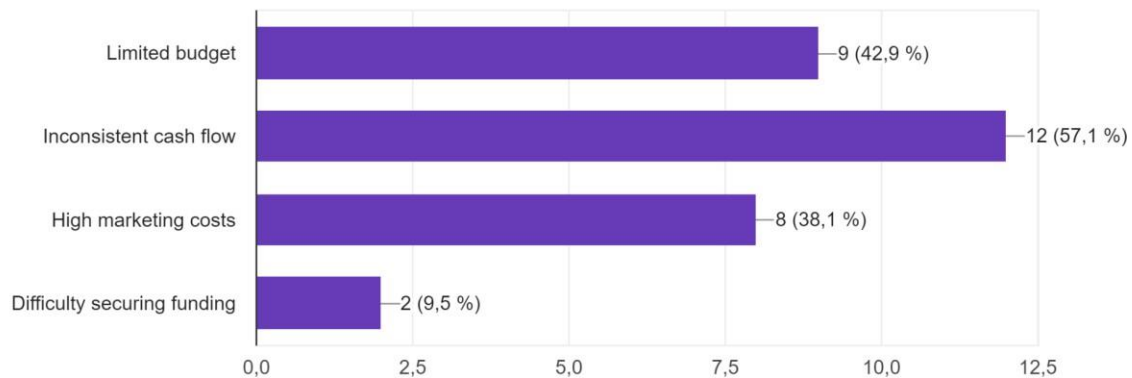


Figure 9 The effectiveness of the current marketing strategy

The distribution of answers on financial limitations related to marketing initiatives is shown by this analysis. the majority of respondents indicated that their top three financial issues were limited budgets, inconsistent cash flow, and high marketing costs. Fewer mentioned difficulties securing funding.

What percentage of your annual budget is allocated to marketing activities? (Please provide a percentage, e.g., 10%)

21 réponses

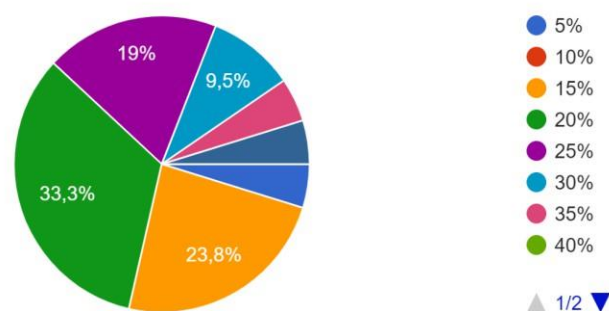


Figure 10 The effectiveness of the current marketing strategy

This analysis shows how respondents distributed the amount of the annual budget allocated to marketing initiatives. According to 33.3% of respondents, 20% of the budget is the most often allocated amount. A sizable portion of them also set aside 15% or 25% of their funds for marketing. A lesser percentage devote 5%, 30%, 35%, or 50% of their budget to marketing. This information helps us with the pricing and the pricing strategy.

Which marketing resources do you find most challenging to obtain due to financial constraints?
(Select one or more)

21 réponses

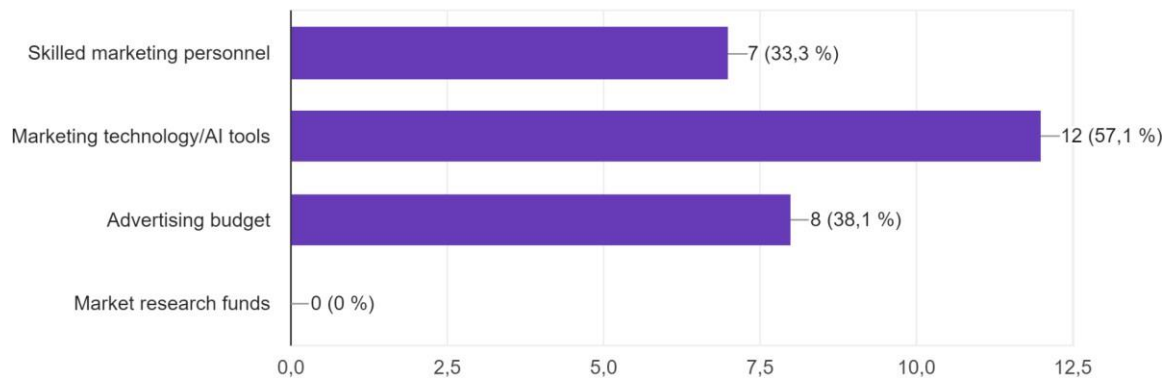


Figure 11 The most challenging marketing resource to obtain

The distribution of answers about the marketing tools that organizations find difficult to acquire because of budgetary limitations is displayed in this research. Getting marketing technology and AI technologies is the most often mentioned difficulty. The advertising budget is the second most frequent obstacle, followed by having qualified marketing personnel.

What strategies did you implement to address the financial challenges in marketing your business?

21 réponses

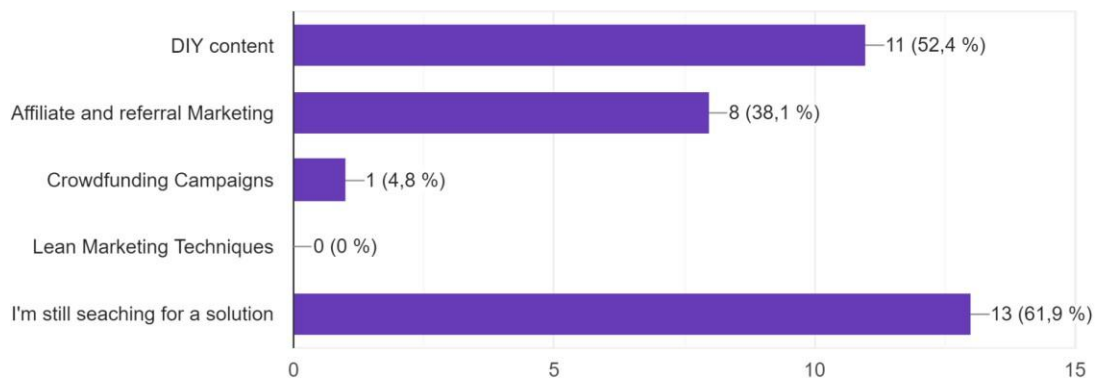


Figure 12 Implemented strategies to address the financial challenges

61.9% of respondents mentioned "I'm still searching for a solution," as the most typical response. Other often used tactics include affiliate and referral marketing, which were noted by 52.4% and 38.1% of respondents, respectively, and DIY content. A smaller percentage have turned to crowdfunding platforms to get financial support for their marketing difficulties.

How would you rate the effectiveness of the strategies you used?

21 réponses

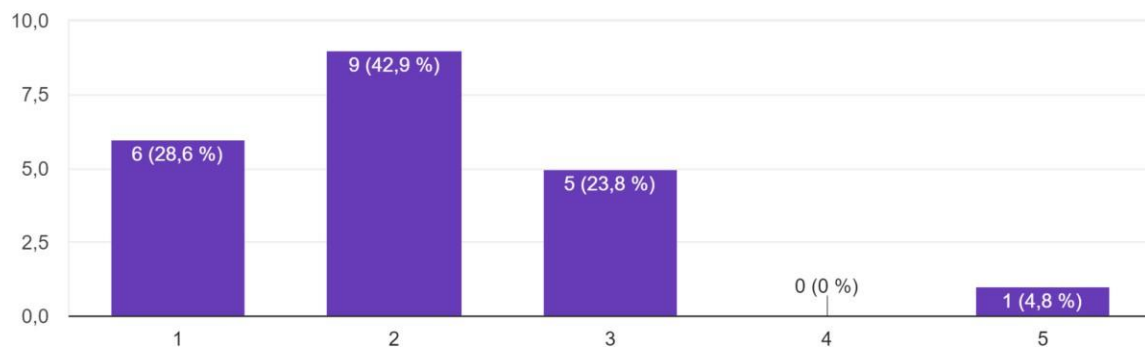


Figure 13 The effectiveness of the strategies used

This analysis demonstrates the distribution of responses based on the effectiveness rating of the strategies implemented. The majority of respondents consider their strategies to be moderately effective. Some respondents rated their strategies as either somewhat ineffective or moderately effective. Only 4.8% rated their strategies as very effective.

2.8 Conclusion

The survey showed that consistent financial limitations in marketing were a recurring topic, with the most often cited obstacles being tight budgets, inconsistent cash flow, and high marketing expenses. These limitations can have a big effect on how well a company can implement marketing initiatives. It also revealed that some key strategic problems were identified as identifying and comprehending the target audience, which most respondents found to be moderately challenging. Marketing tactics were influenced by the degree of competition in different industries. As for the allocation of marketing resources respondents mentioned a wide range of marketing tactics and platforms, with social media, content marketing, and conventional advertising being the most often selected options. Different businesses found various channels to be more or less effective. To face these challenges companies used a variety of techniques to deal with their financial difficulties; the majority tried creating content on their own or tried using affiliate and referral networks, however, the rest of them are still looking for answers.

All this is very helpful for defining the provided services and the selling points and it helps us to understand our target audience even further.

3. Marketing report

3.1 Marketing strategy

A marketing strategy is a thorough plan of action created to accomplish particular marketing objectives and goals

A marketing strategy aims to align the organization's resources, capabilities, and offerings with the market's demands and opportunities, with the ultimate goal of driving customer acquisition, retention, and satisfaction. It involves making strategic choices regarding product/service positioning, pricing, distribution channels, and promotional activities.

The key components of a marketing strategy may include **Market Analysis, Target Audience, Unique Value Proposition, Marketing Objectives, promotional Strategies, and Action Plan.**

Since the first three points we'll be discussed in detail in the business plan section, we will not discuss them again in this section; however, We will try to dissect the rest of the points.

1. **Marketing Objectives:** A marketing objective refers to a specific goal or target that an organization sets to achieve through its marketing efforts. In the case of a partnership-based marketing agency, the marketing objectives will be:

- Increase client acquisition: Target small businesses and start-ups that are compatible with the agency's partnership-based business model in order to bring on 3 new clients within the first 2 years.
- Increase brand awareness: increase brand visibility and recognition among the target market online and achieve 1,000 followers within the first year of producing content.
- Establish the agency's expertise as thought leaders in the field by creating content that is particular to the field and especially to the target market.

2. **Promotional Strategies:**

- Content marketing: Produce informative, helpful content, such as blog posts, articles, videos, and guides, that focus on the unique requirements and difficulties faced by startups and small enterprises.
- Networking and Personal Branding: To increase reach and credibility, engage with the environment by sharing marketing projects, pool resources, and connecting with people who are advantageous to each other's networks.
- Partnerships: Form strategic alliances with companies that offer similar services, trade associations, and neighborhood business associations.
- Personal Consultations: Offer small businesses and startups personalized consultations or strategy sessions. Customize suggestions and solutions to meet their particular wants and goals, displaying the agency's dedication to comprehending and resolving their particular problems.

3. Action Plan:

- Content marketing: focusing on Facebook and Instagram to share informative content share experiences and challenge the followers to do so we will start by creating a stock of content and use some tools like meta business suite to automate the process since it's very important to be consistent when focusing on inbound marketing and organic reach. then position as an expert and start and join Facebook groups to actually join the network and give added value to the target market

For starters we'll start with 3 segments: 1-tips/ 2- AI news 3/best of ads, there are some examples of content bellow.



Figure 14 Example of the tip segments

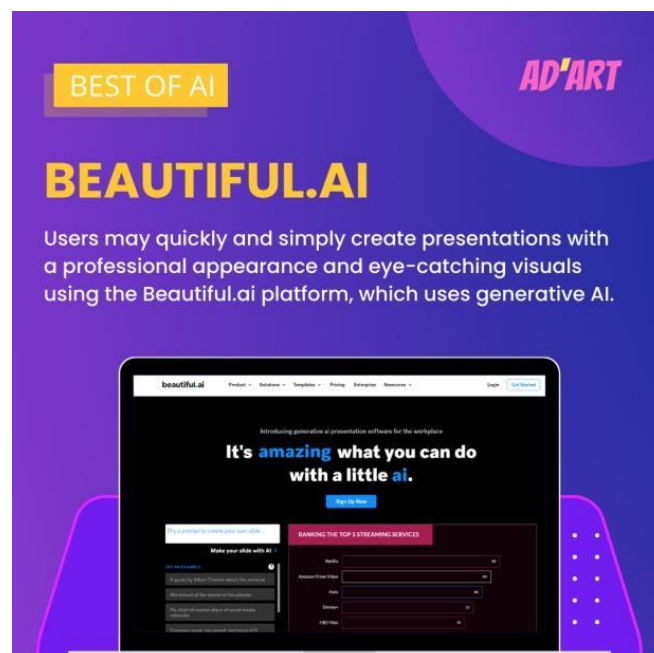


Figure 15 Example of AI news

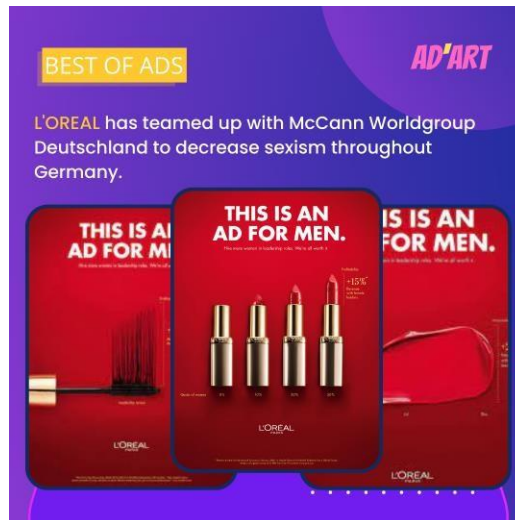


Figure 16 Example of the best of ads segments

- **Networking and Personal Branding:** To do this the action plan is to be active on LinkedIn again since it have already been active on this platform and I'm sure that it could be beneficial to use it. the strategy for this is very simple Ad'art will be sharing the content from Facebook and joining groups as a person joining online events/training and lastly reaching out to entrepreneurs.
- **Personal Consultations:** Provide personalized consultations or strategy sessions for small businesses and startups.
=> bellow you will find the timeline for this action plan:



Figure 17 Marketing strategy action plan

3.2 Promotion and Publicity implementation

1. Branding

a. Logo

In this section, we will start with branding which is the process of giving a good or service a distinctive and enduring brand in the minds of customers. It includes the general perception, standing, principles, and character connected to the brand. For publicity and promotion, branding is essential and its most important parts are the name and the logo.

Various kinds of logos are frequently employed by companies. Some of the most typical varieties are listed below:

- **Wordmark/Logotype:** In this kind of logo, the company or brand name is written out in an ornate or unique font. Logos for Google, Coca-Cola, and Visa are a few examples.
- **Lettermark:** Initials or acronyms are used to signify the brand. Usually, the letters are styled or artistically created. IBM, CNN, and HP logos are some examples.
- **Symbol/Icon:** Symbol or icon logos express the brand through a graphical symbol or an abstract image. These logos are frequently easily recognized, distinctive, and simple. Logos for Apple, Nike, and Twitter are a few examples.
- **Combination Mark:** this kind of logo is adaptable and may be used with or without related text. Examples include the logos for McDonald's, Puma, and Adidas.
- **Emblem:** Logos with an emblem include text wrapped inside of a symbol or badge. They are frequently employed by educational institutions, governmental bodies, and athletic teams, and frequently have a conventional or vintage appearance. Examples include the logos for the NFL, Starbucks, and Harley-Davidson.
- **Mascot:** A mascot logo depicts an illustrated personification of the brand. These logos are frequently lighthearted, recognizable, and frequently employed by sports teams or businesses aiming to appeal to a younger audience. Examples include the Colonel Sanders emblem from KFC, the Michelin Man from Michelin, and the Pringles mascot.
- **Abstract:** Geometric forms, lines, and shapes are used in abstract logos to produce a distinctive and one-of-a-kind visual representation of the company. They may leave room for interpretation and exude originality or ingenuity. Nike's "Swoosh," Pepsi, and Airbnb logos are a few examples.

One of the other important factors about a logo or a brand is the colors they use and there are psychological reasons why they use that since each color represents and conveys certain feelings and subliminal message.

=> In this case the agency is going to be called AD'ART which stands for advertising art since we want to convey that we see marketing as art we are passionate about the subject and will deliver creative and different output.

Also, the choice of font is studied since as said before everything conveys a message in this case, we went for a firm yet playful look to show that we could be professional and be close to the young generation. added to that, the symbol grammatically speaking, commas separate two parts of a sentence. According to this, a comma could represent their businesses (the clients) before and after working with us it also reflects that fine line between advertising and art and conveys a message of hope for businesses that are struggling and tell them that their journey should be continued

Finally, the color choice was based on color psychology relying on the website **[''https://www.colorpsychology.org/''](https://www.colorpsychology.org/)**

Purple: Purple is frequently linked to magic and mysticism. This color can be utilized to evoke feelings of mystery, curiosity, and the unknown. Like this, purple frequently encourages creativity. It also has a relaxing impact on the body and the mind physiologically. The blue undertones ensure a calming influence is perceived, lowering blood pressure and pulse rate despite the fact that it is frequently uplifting and inspirational.

Pink: Pink is often associated with positive qualities. It is a soothing, unaggressive color. It is associated with youth, optimism, and hope, however, if it is overused, it can irritate others and make them feel weak, particularly men that's why we only used it in the comma.

Yellow: The brightness of this color unclogs mental blocks and encourages people to seek new perspectives by abandoning the dull ways of looking at the world.

Black: It is thought to be a highly formal, aristocratic, and distinguished color; it denotes strength and authority. Every person may associate black with a distinct symbolic meaning, and each person may respond to the color differently

White: White is a representation of purity, wholeness, and innocence and is the antithesis of its darker forerunners, which emanate mystery. It conjures up images of fresh starts, perfection, as well as grace and tranquility. You are free to start anything new, to let your thoughts take shape, and to go in any direction you wish when you have a blank canvas free of any defects.

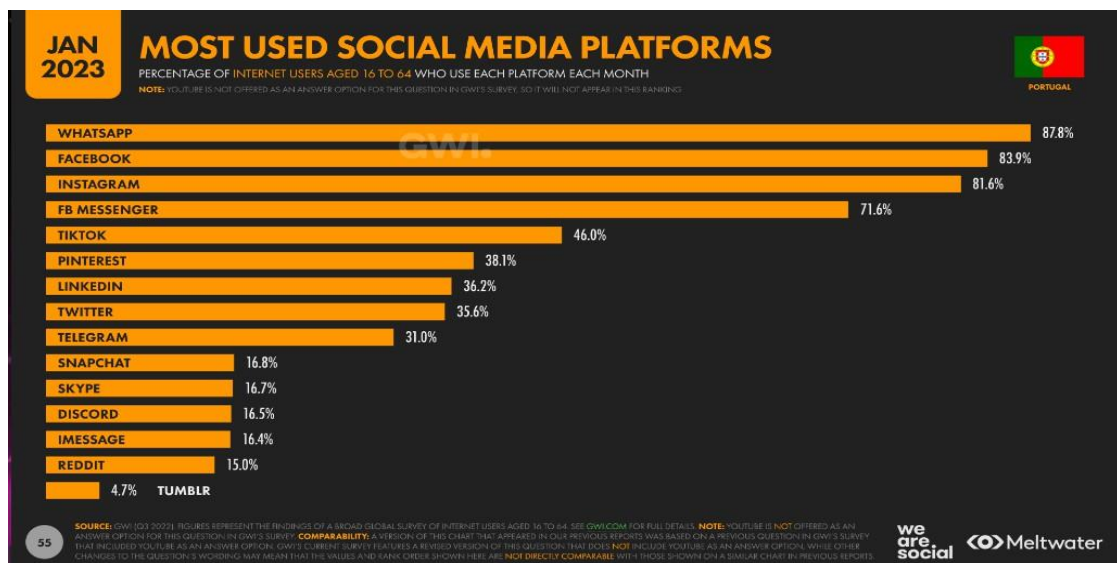
2. Chosen communication channels:

To choose a communication channel we had to first understand our environment so that we could work accordingly and so we started by searching how Portuguese people search for brands through social media and as the image shows the first is social media platforms.



Source: <https://datareportal.com/reports/digital-2023-portugal>

The next step was to see which platforms are mostly used in Portugal and according to Digital Portal and as the image below demonstrates WhatsApp, Facebook, And Instagram are the first 3 most used social media platforms here.



Source: <https://datareportal.com/reports/digital-2023-portugal>

=> After thought the social media channels that we decided to adapt considering the numbers and the resources were **Facebook, Instagram, WhatsApp, and finally LinkedIn** for the personal branding aspect.

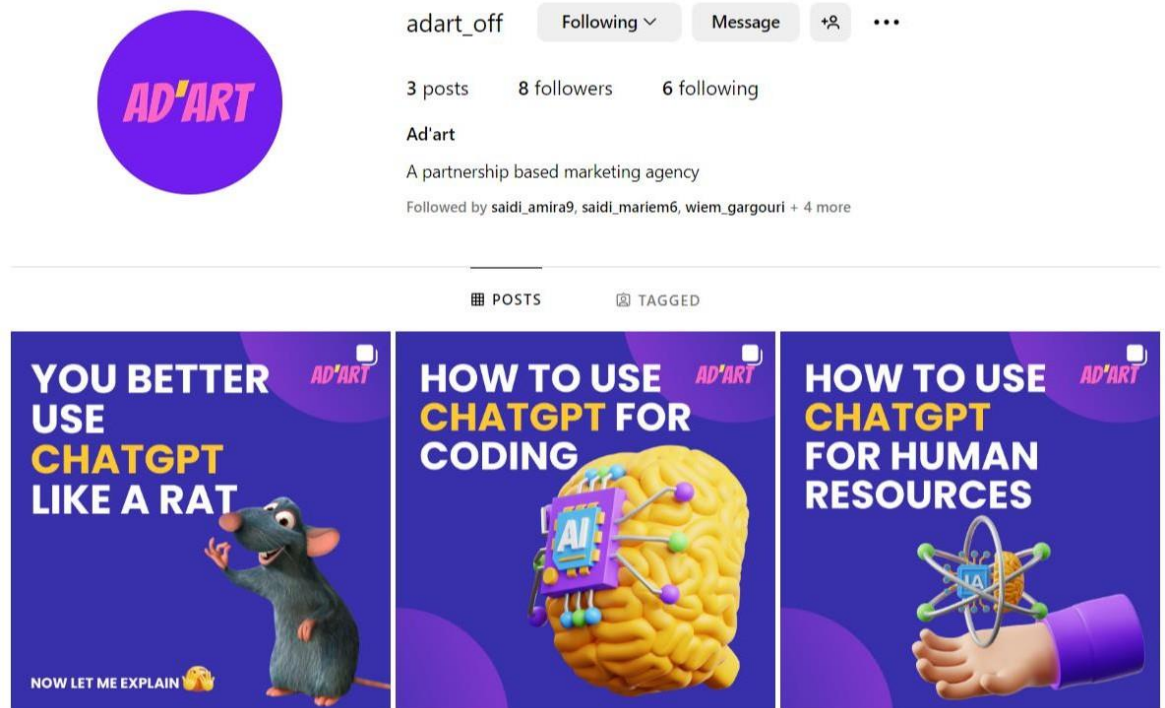


Figure 21 The Instagram page

Source: elaborated by the author

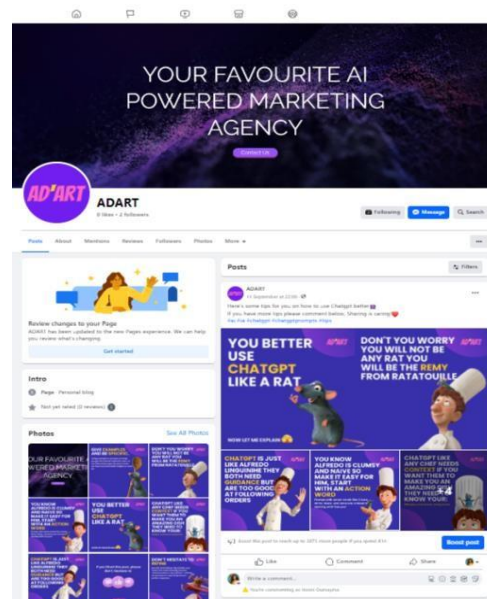


Figure 22 The Facebook page

Source: elaborated by the author

LinkedIn: Here are some stats from my LinkedIn profile after starting the content creation there

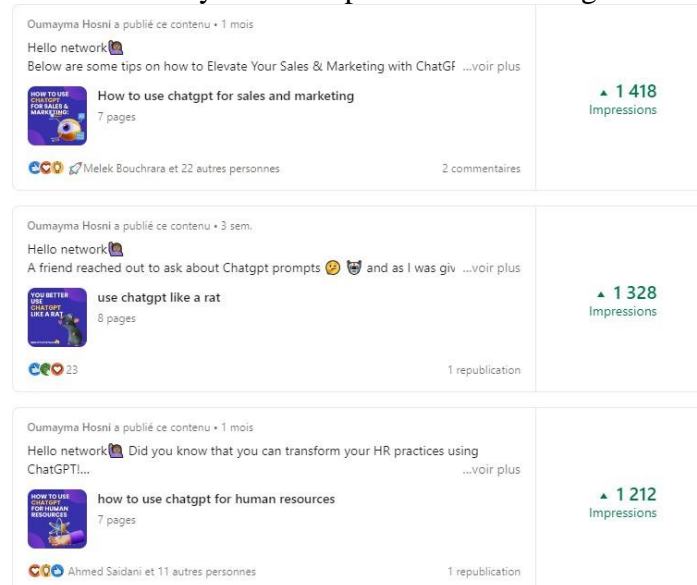


Figure 23 best-performing posts in the month of August

Source: elaborated by the author

Performance du contenu ?

5 534
Impressions
▲601,4% les 90 derniers jours

Figure 24 the content performance in the last 90 days (09/21/2023)

Source: elaborated by the author

3. The Website:

A website will act as our online shop, operating at all times to promote your company to a wide audience. Beyond improving our reliability and trustworthiness, it enables us to build a powerful internet presence.

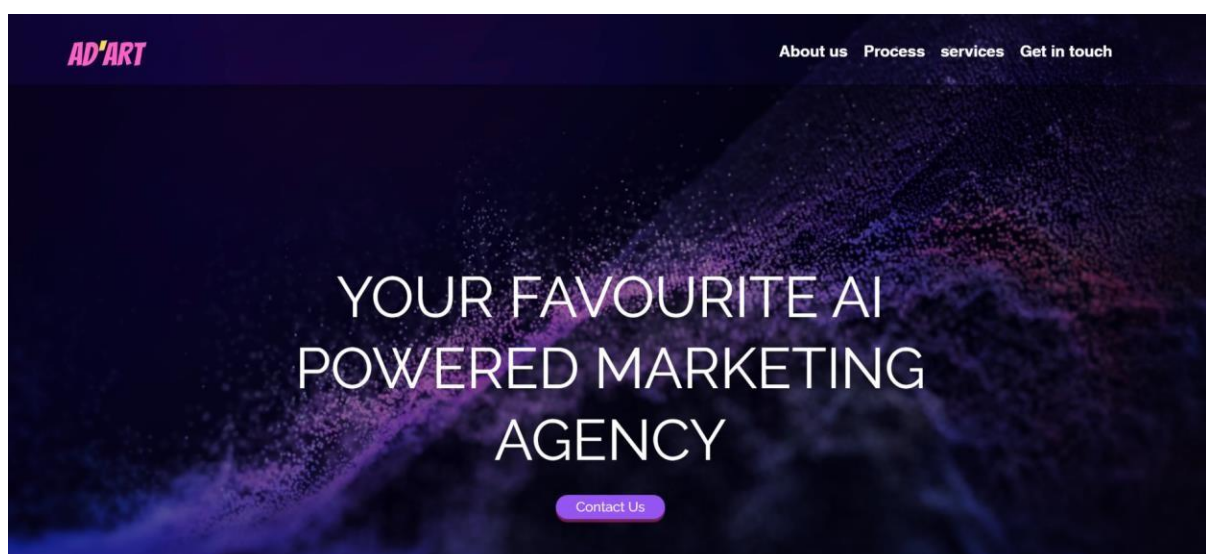


Figure 25 Home page of the website

Source: www.adart.site

The majority of the website's components are animated and interactive, the pages are relatively simple, and the information is presented in a way that is simple to grasp and navigate. We chose a simple yet futuristic style and color scheme.

3.3 Pricing

There are numerous pricing tactics that firms can take into account. Here are a few typical pricing techniques:

1. **Cost-based Pricing:** This method involves figuring out the pricing by adding the targeted profit margin to the entire cost of making a good or providing a service. It guarantees that expenses are paid for and that revenue is produced.
2. **Market-based Pricing:** With this method, prices are determined in accordance with the current state of the market and the state of the competition. It takes into account things like consumer demand, pricing strategies used by competitors, and market perceptions of value.
3. **Value-based Pricing:** This tactic focuses on setting the price of a good or service in accordance with the perceived value that it provides to consumers. It considers the advantages, standards, and distinctive qualities that set the good or service apart from rivals.
4. **Skimming Pricing:** Using this tactic, a new or revolutionary product is first priced very expensive in order to attract early adopters who are willing to pay a premium. The cost might be reduced over time in order to draw in more clients.
5. **Penetration Pricing:** This tactic establishes a low initial price to capture market share quickly and draw in price-sensitive customers. With the potential to increase pricing later, the objective is to break into the market and build a clientele.
6. **Competitive Pricing:** Pricing items or services according to what rivals are charging. It tries to establish the company as a competitive option in terms of pricing while preserving a lead in other markets.
7. **Psychological Pricing:** This tactic makes use of consumer psychology to sway choice-making. It involves strategies like pricing products just below a whole number (\$9.99 instead of \$10) or giving discounts (like "buy one, get one free").
8. **Bundle Pricing:** This tactic entails providing a number of goods or services in a single package at a lower cost than acquiring them separately. Customers are encouraged to make larger purchases, which can boost overall revenue.

9. Premium Pricing: This tactic entails setting a higher price to present the good or service as a high-end or luxurious choice. It uses the appearance of exclusivity and higher quality to support the higher price.
10. Dynamic pricing: This tactic entails instantaneous price changes in response to variables like demand, the hour of the day, or specific client groups. It enables adjustable pricing that accounts for market conditions and increases earnings.

=> In the case of a partnership-based marketing agency a lot of factors should be taken into consideration such as the size of the company, the estimated revenue, the funds and capital, the

feasibility of the idea if it's a startup, and the partners. Added to that we have to take into consideration our competitive advantage and the specificities of the target audience which is small companies and startups. all those factors can lead us to choose a mix of a dynamic, competitive, and bundle pricing strategy.

The reason behind that is that every client will be different therefore it makes more sense that the price should be different according to the set of services that will be provided at the same time we can adapt a bundle strategy to try to sell more services, finally the reason for choosing a competitive approach instead of penetration is that with penetration you're hoping to obtain a lot of clients at the very beginning which is more suitable for simpler products and services and this is more suitable for business to consumer kind of business.

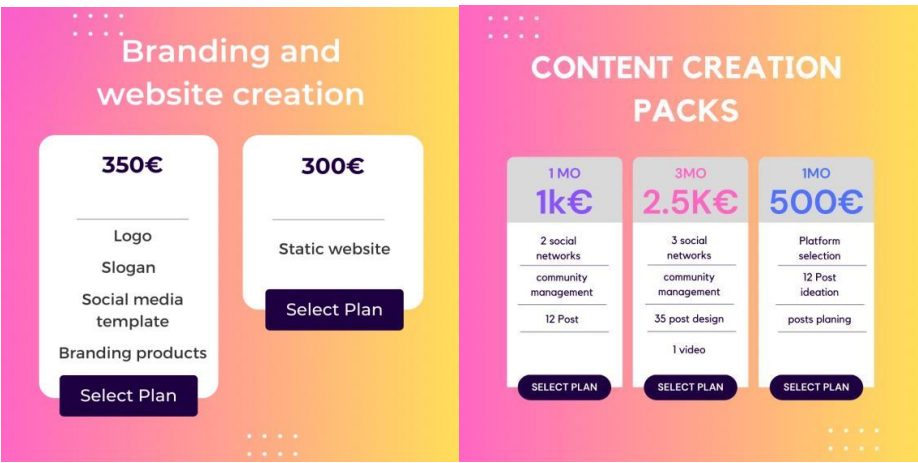


Figure 26 Standard contracts

Source: elaborated by the author

These will be the prices for the standard contracts if anyone loved our work and wanted our services with no actual partnerships.



Figure 27 Standard contracts

Source: elaborated by the author

These will be the starting points of the negotiation for the partnerships so for example if the company gains over 1000000€ a year we will be entitled to 150000€ a year and because companies could declare under the amount that they made the percentage get lower the more, they make

For the type D we will be entitled to 10% of the shares of the company and for the type E they have to allocate 100 euros for different types of ads.

4. Financial Plan

4.1 Introduction

This chapter or section lays out a financial strategy for our company's future. We will go over essential elements such as The best legal form to start the business Sales and other income assumptions, Cost Structure, Investment and Financing strategy, Financial Statement Forecast, and Project Evaluation. Together, these aspects will guide our financial decisions and maintain our organization's long-term financial viability. However, we will not expand on the pricing part since we already discussed it in the previous chapter.

4.2 The best legal form to start the business:

According to the services offered the investment needed and the risks that we might face it's obvious that the best way to start this business is if it's opened as a personal activity under the special regime (VAT FREE). The reason for that is that this type of business don't have a lot of risks since there are not a lot of investments and basically the investments are going to be done after some money is received. The reason to choose VAT free regime is that at least for the first years not having to deal with filling all these documents is a huge plus to focusing on the strategic and operational part of the business also since the first years Ad'art has that option because the profit isn't that high.

4.3 Sales and other income assumptions

Taking into account the main services provided, the table below shows the forecast sales for the next years.

Table 1 Sales of sales

	2023	2024	2025	2026	2027	2028
Total de Vendas e Serviços prestados	5 200	17 150	25 450	45 450	62 950	62 950
Total IVA Vendas e Serviços prestados	920	5 212	7 071	9 666	14 055	14 195

Source: elaborated by the author

To understand how we will get to those numbers you can observe the tables bellow that present the variety of services, the number of unities and the estimated revenue expected.

Table 2 Sales expectations for 2023

Service	unites	ESTIMATED REVENUE
CONTENT MARKETING (TYPE E)	1	4000+1200

Table 3 Sales expectations for 2024

service	Unites	ESTIMATED REVENUE	
CONTENT MARKETING (TYPE E)	1	8000+1200	expected to double first contract
CONTENT MARKETING (TYPE D)	1	6000	partnering with a company (contract type D) with profit expectation of the company is 30k
BRANDING	3	1050	
WEBSITE CREATION	3	900	
Total		17150	

Source: elaborated by the author

Table 4 Sales expectations for 2025

service	Unites	ESTIMATED REVENUE	
CONTENT MARKETING (TYPE D)	1	10000	The company is expected to make 50K
CONTENT MARKETING (TYPE C)	1	13500	the companies is expecting to make 55k profite which makes it with the contract C
BRANDING	3	1050	
WEBSITE CREATION	3	900	
Total		25450	

Source: elaborated by the author

Table 5 Sales expectations for 2026

service	Unites	ESTIMATED REVENUE	
CONTENT MARKETING (TYPE D)	1	10000	The company is expected to make 50K
CONTENT MARKETING (TYPE C)	1	13500	the companies is expecting to make 55k profite which makes it with the contract C
CONTENT CREATION 3MO	8	20000	collaborating with 2 companies so it's going to be 4 contracts for every company
BRANDING	3	1050	
WEBSITE CREATION	3	900	
Total		45450	

Source: elaborated by the author

Table 6 Sales expectations for 2027

service	Unites	ESTIMATED REVENUE	
CONTENT MARKETING (TYPE C)	1	17500	The company is expected to make 70K instead of 50k so it's going to switch to type C contract
CONTENT MARKETING (TYPE C)	1	13500	the companies is expecting to make 55k profite which makes it with the contract C
CONTENT CREATION 3MO	12	30000	collaborating with one more company and retaining the previous 2 companies so it's going to be 4 contracts for every company
BRANDING	3	1050	
WEBSITE CREATION	3	900	
Total		62950	

Source: elaborated by the author

Table 7 Sales expectations for 2028

service	Unites	ESTIMATED REVENUE	
CONTENT MARKETING (TYPE C)	1	17500	The company is expected to make 70K instead of 50k so it's going to switch to type C contract
CONTENT MARKETING (TYPE C)	1	13500	the companies is expecting to make 55k profite which makes it with the contract C
CONTENT CREATION 3MO	12	30000	collaborating with one more company and retaining the previous 2 companies so it's going to be 4 contracts for every company
BRANDING	3	1050	
WEBSITE CREATION	3	900	
Total		62950	

Source: elaborated by the author

Table 8 Other income sources

	2023	2024	2025	2026	2027	2028
Other Income						
Subsidies	7 000					

Source: elaborated by the author

The subsidies in the first year is there to balance the first years' salary and it could be also considered as auto-finance form.

4.4 Costs Structure

Table 9 Cost Structure

	2023	2024	2025	2026	2027	2028
Total Cost of Goods						
Cost of Goods	-	5 075	7 875	11 795	18 445	18 629
Total Expenditures of External Supplies and Services						
Total	2 205	4 498	4 543	4 589	4 634	4 634
Subcontracts	630	1 285	1 298	1 311	1 324	1 324
Advertising and marketing	630	1 285	1 298	1 311	1 324	1 324
Rents	945	1 928	1 947	1 967	1 986	1 986
Personnel Expenses						
Total	9 431	19 871	20 268	20 403	20 607	20 607
Workers	1	1	1	1	1	1
Salary	7 000	14 700	14 994	15 144	15 295	15 295
Food allowance	693	1 521	1 552	1 499	1 514	1 514
Social Security	2 433	5 108	5 210	5 263	5 315	5 315
Personal tax	1 050	2 205	2 249	2 272	2 294	2 294
Work Accident Insurance	70	147	150	151	153	153

Source: elaborated by the author

To provide the best quality of service we will have to invest in software and AI tools and some software that will allow the agency to function smoothly without needing to recruit full-time workers and deliver the best services. so the table of the cost structure shows the costs in different sections the cost of goods includes the software cost- online AI Tools subscription cost - and renting of materials to perform any service such as product shooting or video graphing. the second part includes the subcontracts meaning the freelancer that will pay mainly for the website development, advertising and marketing is mainly for Google or meta ads and in the first year it also includes the hosting of our website. The rent could be considered as low because the agency will not have to rent a fully separate office but will function in a coworking space, it's important to mention that this is a decision that isn't only based on dealing with financial limitations but it's belived that this will allow us to collaborate with other entrepreneurs and capture other clients. The next table discusses the personal expenses which are basically the salary.

4.5 Investment and Financing

Table 10 Investment

Investment						
	2023	2024	2025	2026	2027	2028
Working Capital	(1 153)	(582)	(176)	(595)	(741)	(23)
CAPEX	-	705	4 705	705	705	705
Fixed assets			4 000			
Intangible assets		705	705	705	705	705

Source: elaborated by the author

The fixed assets in the second year are for basic equipment for the computer like a monitor, a camera lighting equipment...etc. Intangible assets on the other hand are for computer programs

Table 11 Financing sources

Finance						
	2023	2024	2025	2026	2027	2028
Debt Service	-	5 322	12 697	4 049	-	-
Short-term Financing	-	5 322	12 697	4 049	-	-
Capital repayment	-	-	5 322	12 697	4 049	-

Source: elaborated by the author

To be able to continue our activity we will have to opt for short-term financing during the second, third, and fourth year but then we will not need any external short or long-term financing anymore.

4.6 Financial Statement Forecast

Table 12 Income Statement

Income Statement						
	2023	2024	2025	2026	2027	2028
Sales	5 200	17 150	25 450	45 450	62 950	62 950
Subsidies	7 000	-	-	-	-	-
Cost of Goods	-	(5 075)	(7 875)	(11 795)	(18 445)	(18 629)
Expenditures of External Supplies and Services	(2 205)	(4 498)	(4 543)	(4 589)	(4 634)	(4 634)
Personnel Expenses	(9 431)	(19 871)	(20 268)	(20 403)	(20 607)	(20 607)
EBITDA	564	(12 294)	(7 236)	8 664	19 264	19 079
Amortization expenditures	-	(705)	(1 705)	(1 705)	(1 705)	(1 705)
EBIT	564	(12 999)	(8 941)	6 959	17 559	17 374
EBT	564	(12 999)	(8 941)	6 959	17 559	17 374
Income Tax	(254)	-	-	(939)	(2 370)	(5 668)
Profit	437	(12 999)	(8 941)	6 489	16 374	14 540

Source: elaborated by the author

The most valuable component of this table is the EBITDA it is a crucial profitability indicator that is one of the most important indicators of a company's financial health and ability to create cash. EBITDA is an acronym that stands for earnings before interest, taxes, depreciation, and amortization. It is one of the most often utilized indicators of a company's financial health and cash generation potential.

As illustrated in the table above the first year will be beneficial the second and third years there will be an accumulated negative of 19530 euros but this negative will be covered starting from 2026 and the EBITDA will become ultimately positive

The EBIT and the EBT are equal in our case since there's no interest but the difference between them and the EBITDA is that they add the amortization expenditure for the basic equipment that we already mentioned.

Table 13 Balance Sheet

Balance Sheet							
		2023	2024	2025	2026	2027	2028
Assets							
Ativo não corrente		-	-	3 000	2 000	1 000	-
Ativos fixos tangíveis		-	-	3 000	2 000	1 000	-
Ativo corrente		6 525	705	1 410	2 115	14 629	30 733
Caixa e depósitos bancários		6 525	705	1 410	2 115	14 629	30 733
Total do Ativo		6 525	705	4 410	4 115	15 629	30 733
Capital Próprio		5 437	(7 562)	(12 679)	(6 190)	10 184	25 405
Capital Social		5 000	5 000	5 000	5 000	5 000	5 000
Prestações suplementares		-	-	3 824	3 824	3 824	4 506
Resultados Transitados		-	437	(12 562)	(21 503)	(15 014)	1 360
Resultado Líquido		437	(12 999)	(8 941)	6 489	16 374	14 540
Passivo							
Passivo corrente		1 088	8 266	17 089	10 305	5 446	5 328
EOEP		1 088	1 735	1 911	2 506	3 247	3 270
Fornecedores		-	1 209	2 481	3 750	2 199	2 058
Financiamentos obtidos (CP)		-	5 322	12 697	4 049	-	-
Total Passivo		1 088	8 266	17 089	10 305	5 446	5 328
Total Capital Próprio + Passivo		6 525	705	4 410	4 115	15 629	30 733

Source: elaborated by the author

The Balance sheets provide the user with an overview of the company's assets and liabilities. The balance sheet can assist users in determining if a firm has a positive net worth, whether it has adequate cash and short-term assets to pay its obligations, and whether the company is heavily indebted in comparison to its rivals. It is a critical instrument used by executives, investors, analysts, and regulators to understand a company's present financial health.

4.7 Project Evaluation

Table 14 Project Evaluation

NPV	70 262 €
IRR	30%
Payback	4,29

Source: elaborated by the author

The Ad'art project evaluation suggests promising financial prospects. The Net Present Value (NPV) analysis, which evaluates the worth of an investment throughout its lifespan when discounted to today's value, delivers a positive result. Ad'art is estimated to be worth 70,262

euros according to the automated formula in the provided Excel sheet and the relevant data. This indicates that the project is projected to yield a substantial return on investment.

Furthermore, the Internal Rate of Return (IRR), which is an important indicator for calculating return on investment, is computed at an impressive 30%.

Furthermore, Ad'art is expected to not only recoup all initial investments and debt but also to generate a strictly positive net profit within a short time frame of 4.29 years. This optimistic projection highlights the project's ability to not only cover its expenditures but also generate profits in a reasonably short period of time. Overall, Ad'art's financial evaluations imply a high likelihood of success and a good investment opportunity.

5. Business Plan

5.1 Description of the project.

Ad'art is an innovative marketing agency that is committed to meeting the special requirements of small businesses. We are aware that small businesses frequently have tight budgets and few resources, such as manpower and knowledge. Our mission is to offer small businesses cheap, efficient marketing services to assist in the achievement of their corporate goals.

We provide a partnership-based pricing model as opposed to conventional marketing firms, which provide set pricing models.

5.2 Potential promoters and partners:

The project will be run by myself a young entrepreneur with a bachelor's degree in web marketing and 3 years of experience with small startups and enterprises. We master Adobe Illustrator and Photoshop, and know how to do video editing, content creation, community management, and SEO.

We're passionate about marketing but at the same time we're big believer that the goal isn't to trick people into buying the product but it's an art and that's why the agency is called Ad'art.

For services such as website development and could need knowledge in web development and computer science my brother Houssein Hosni will work with me as a freelancer for the first 3 years he has extensive knowledge in these languages: PHP, Spring boot, Angular, HTML, CSS, Symfony, .net. He also has experience in doing various projects for various clients.

As a marketing agency, we will certainly need to collaborate with our environment, for instance in the case of creating a marketing campaign we might need to collaborate with other media outlets like magazines or radio, at an advanced stage in the company we might need some other advertising agencies if we need to outsource some project. Additionally, as a company, we should consider working with brand ambassadors and influencers, who are real customers that can be encouraged or incentivized to post about the clients' company and share their experiences with their followers.

5.3 Mission and Vision:

Vision: Our vision is to become the Partner marketing firm for startups and small businesses,

known for our knowledge, originality, and results-oriented approach. By offering creative, efficient, and cost-effective marketing solutions that support our clients in achieving their objectives and standing out in a crowded market, we aim to be a leader in the marketing sector. We hope to establish lasting relationships with our clients That allow us to accompany other small businesses that might need a longer time to be profitable compared to others.

Mission: Our Mission is to equip startups and small businesses with the tools they need to flourish in the competitive business landscape of today. We are dedicated to offering clients customized marketing solutions that are inexpensive, adaptable, and results- oriented.

5.4 Services provided explained:

- Branding:

Hubspot Academy defines branding as “A brand is the identity and story of a company that makes it stand out from competitors that sell similar products or services” and we will be in charge of designing “The brand elements” that are the unique aspects of your brand, like name, logo, color schemes, etc, that create a cohesive, recognizable image for your business.

- Content marketing:

The definition given by Michael Brenner, author of B2B Marketing Insider, Co- Founder of Business 2 Community, and Sr. Director of Global Marketing at SAP is: “Content marketing is about delivering the content your audience is seeking in all the places they are searching for it. It is the effective combination of created, curated, and syndicated content”¹² (Content Marketing Institute, 2015) Content creation is the most common way of producing point thoughts that enticement for your purchaser persona, making composed or visual substance around those thoughts, and making that data open to your crowd as a blog, video, infographic, or other content formats.

- Blogs: One sort of satisfactory creation is blog entries. Websites can teach, engage, and rouse your crowd through the composed word. At the point when somebody types a question in Google, the posts that spring up are normally blog entries.
- Podcasts: they are like paying attention to the radio. Yet, anybody can make and communicate a podcast. This implies that expert and fledgling digital broadcasts are going after a similar listening time. In any case, they likewise have a major crowd, and 28% of Americans 12 years of age and up pay attention to webcasts weekly Web recordings are extra intriguing to pay

attention to when the crowd loves the host and needs to gain something from them. Continue to peruse for more web recording content creation thoughts you should attempt.

- Video: Video marketing is a kind of satisfying creation that turns out to be more well-known consistently. Short-structure and long-structure recordings both have their place in your substance creation system. 86% of video advertisers say that video is compelling for creating leads. This makes it a significant technique for any individual who is chipping away at content creation.
- Graphics: In your blog entries, or in your virtual entertainment posts, you could need to post unique designs. These can be infographics, photography, GIFs, images, outlines, or screen captures. This kind of content creation normally requires a visual or a design device to assist you.¹³

- **Social media management:**

Social media management is the most common way of examining virtual entertainment crowds and fostering a procedure that is custom-fitted to them, making and disseminating content for virtual entertainment profiles, observing web-based discussions, teaming up with influencers, and answering community queries.

Here are some popular social channels that we'll be focusing on.

- 1. Facebook can be utilized to fabricate miniature networks through Facebook Gatherings or to share with a mass crowd on Facebook Pages. With regards to sharing content, questions and videos harvest the most engagement.
- 2. Instagram is best for sharing great symbolism and brief recordings with brief inscriptions. Hashtags function admirably at this stage for however long they're pertinent to your record and business. Instagram Stories has acquainted another way to engage with your audience, from fast surveys to inquiries to constant recordings.
- 3. YouTube has 1.3 billion clients and then some. Clients incessant this stage to watch content going from Do-It-Yourself recordings to spoofs. Probably the best satisfactory at this stage are the how-to guides, video blogs, item reviews, and instructive videos.
- 4. TikTok has become perhaps the most famous social medium foundation in recent memory. It's most popular for the sake of entertainment, short-structure videos. It very well may be utilized to draw in your Millennial or Gen Z crowd.
- 5. Twitter: Twitter's best practices incorporate short messages, supporting pictures, important hashtags, and retweets. What's more, obviously, answers go quite far to prevail upon your crowd.

- Web design

building and improving the interactive and graphic components of websites. By harmonizing aesthetics with branding, boosting functionality, and optimizing user experience, it ensures a cohesive and compelling online presence.

5.5 Description of the process

We understand that a lot of young entrepreneurs don't have the skills to do everything on their own, and a lot of them with technical backgrounds don't know much about marketing which could affect their businesses but at the same time they can't afford to pay for a service with no guaranteed return on investment, therefore, we collaborate in the form of partnerships with them it depends on the contract but the partnership could be either service in exchange for turnover or part of the company.

To do this first, we (the company) meet with the founder of the company who could be our client and partner. The first meeting is called a debriefing meeting in which we will discuss the goals in terms of numbers the state of the art and the challenges that they are facing, the previous strategies that they used if they did, then we move on to another meeting where we present an action plan with the specific services that they will need and finally negotiate the payment method whether it is a percentage of the turnover a share of the company.

To explain the payment method, we will divide it into two methods:

Method 1: In the case of shares of the company in exchange for the services, it is simple we get paid at the end of every year.

Method 2: In the case of the percentage of turnover in exchange for the services, if it's the first year of the activity or the company we will have an x% of 100% of the turnover. every 3 months, 6 months, or 12 months depending on the agreement.

After we agree on all those things to ensure client satisfaction and that the work is going as planned, we host a meeting every month or 2 weeks with the client depending on their needs to validate with them the communication plan for their business.

=> It's important to mention that the client will not necessarily receive all the services that we can deliver, it depends on the contracts.

If a company asks for our services but doesn't want a long-term type of contract, we can deliver we can offer short-term contracts with standard payment methods with defined services, and the process is very similar to the first one meaning that we start with a debriefing meeting and then a second meeting where we present an offer except that the price is not negotiable only in the case of a customized contract where they choose to add extra services to the standard ones that are presented.

5.6 S.W.O.T. Analysis

Table 155 S.W.O.T analysis

Strengths	weaknesses
<ul style="list-style-type: none"> - 3 years' experience in content creation - 1-year experience managing marketing for a small company - Low-cost projects compared to other companies - Software knowledge: being able to work with various software and programs like adobe photoshop; adobe illustrator; adobe premiere pro; Microsoft Excel; Microsoft PowerPoint; Canva - languages: being able to speak three languages (Arabic; French; English) and being familiar with the three markets is a very big advantage since in our case we are able to work online so with different markets around the world 	<ul style="list-style-type: none"> - Language: I believe not being fluent in Portuguese could be considered a problem especially since I'm working in the Portuguese market. - Narrow network: Being here for a limited time and not being able to speak the language I wasn't able to create a network that could potentially help me build my business. - unfamiliarity with the Portuguese market - A superficial knowledge of the web projects - Unknown company
opportunities	threats
<ul style="list-style-type: none"> - The economy of Portugal is growing constantly and the government is encouraging young ppl to create new companies. - Small businesses have resource constraints that often limit marketing strategies. - Freelancing websites where you can find cheap freelancers - SMEs represent 68.3% of the added value and more than three quarters - 77.4% - of the employment in Portugal - Technology advancement (more free and cheaper tools are available) - Innovative technologies to create unique and engaging campaigns. 	<ul style="list-style-type: none"> - Small knowledge of the Portuguese laws that encourage small companies - Low entry barriers - Rising competition

Source: elaborated by the author

5.7 PESTEL Analysis

A method for determining the macro (external) influences that are affecting an organization is known by the moniker PESTEL. Political, Economic, Social, Technological, Environmental, and Legal are represented by the letters. It is fundamental for us to do this analysis in order to be able to work with and monitor the environment¹⁴

Political factors

These determine the potential impact of the government and governmental policies on a company or an industry. In addition to trade, economic, and taxation policies, this would also involve political stability and policy.

In our case, since the business is in Portugal it's important to mention that Lisbon has now surpassed competitor cities like San Francisco and London to reach the fourth place on a list of the world's greatest locations for new businesses, according to the PeoplePerHour Startup City Index¹⁵. In fact, according to a survey from Startup Europe Partnership, Portugal's startup environment is currently expanding twice as quickly as the average for Europe.

=> This reflects the effort of the government to encourage businesses and the opportunities available for that therefore there might be more opportunities for small businesses that we should take advantage of.

Economic Factors

An economic component directly affects the economy's performance, which directly affects the company's profitability. However, the economic components found in this case do not affect our business in a noticeable way.

Social Factors

Here, recognizing new trends and the social environment are the main concerns. This improves our understanding of consumer demands and preferences in a social context.

According to Datareportal Portugal's population in 2023 has a 45.7 median age. The age distribution of Portugal breaks as follows:

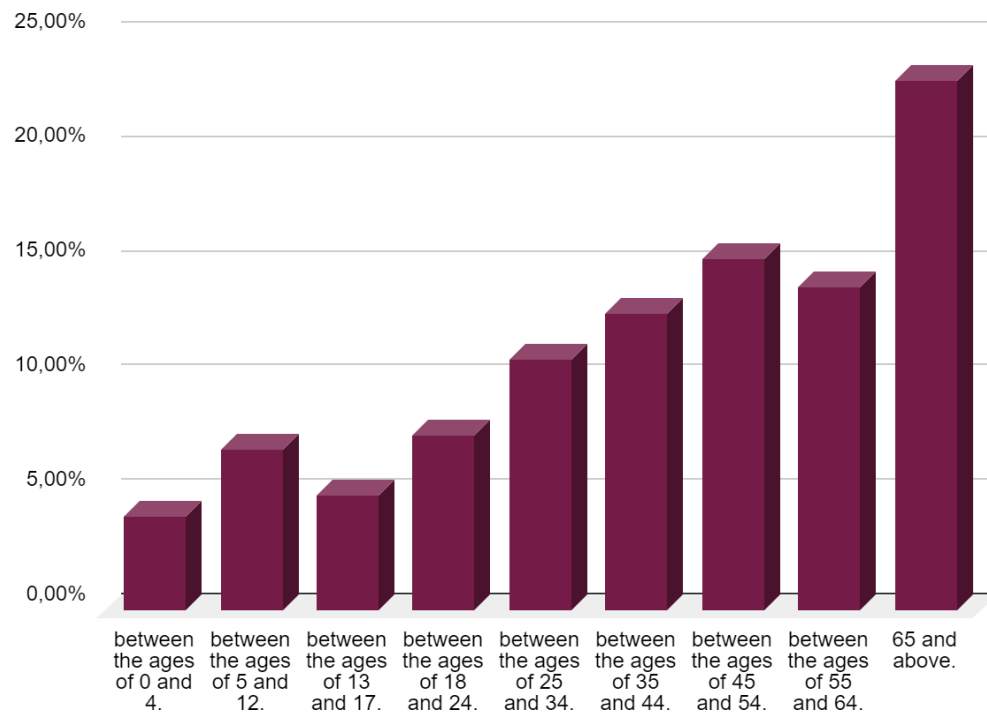


Figure 28 The age distribution of Portugal

Source: <https://datareportal.com/reports/digital-2023-portugal>

This graphic shows that 76,30% of the population are aged over 25 and normally have buying power and are considered important consumers.

In Portugal, there were 8.73 million internet users in January 2023. At the beginning of 2023, 85.1 percent of Portugal's population was using the Internet. Also, there were 8.05 million social media users on the same date and place.

=> This could be interesting information for our target that are business to consumer therefore we can use it as a sales argument

Technological Factors

The speed of technological innovation and development that could have an impact on a market or sector is one of the technological aspects. Changes in digital or mobile technologies, automation, and research and development may all be factors. In our case, we can notice the rise of artificial intelligence and digital tools. One of the most significant advances in technology has been the development of artificial intelligence (AI). AI is a form of computer science that enables machines to “think” and act like humans. AI technologies are being used in a variety of industries, from healthcare and finance to manufacturing and retail. Other advances

in technology include the development of virtual reality (VR) and augmented reality (AR). VR allows users to experience simulated or imagined environments, while AR allows users to view and interact with digital content in a real-world setting. Both of these technologies have the potential to revolutionize the way that we interact with the world around us. The Internet of Things (IoT) is another technology that is transforming our lives. IoT involves the connection of devices to the internet, allowing them to collect, share and act on data. This technology is being used in a wide range of applications, from industrial automation to smart home devices.

=>These technologies could be considered a double-edged sword since they could facilitate our job but at some point, they could replace us, Therefore we will need to be up to date and we can use them as a sales argument too.

Environmental Factors

Several regulations are being established in the world also in Portugal to protect the environment and to improve energy efficiency (Martin, 2021), taking into consideration the fact the carbon calculator at GoodLoop estimates that the average online advertising campaign produces roughly 5.4 tons of carbon dioxide and that the process by which ads get placed in front of consumers is not only complicated but also carbon-intensive at every step we must take into consideration this in our business plan, especially that the European Union is serious about climate problems and is taking serious steps and decisions for the matter for instance In December 2019, EU leaders, meeting within the European Council, agreed that the EU should achieve climate-neutrality by 2050.

=> This component is becoming more crucial to how businesses should operate as CSR (Corporate Sustainability Responsibility) and sustainability become more and more important. So this could be considered working with certain clients focusing on this aspect but at the same time, we can consider using it to enhance the brand image in the future

Legal Factors

Portugal has seven distinct regions. Two of these are independent areas in the Atlantic Ocean. In both Madeira and the Azores, there are free economic zones. In terms of taxation, advantages, import, and export of commodities, exemption from duties, and free movement of capital, these are the places in Portugal where starting a business will result in the most profits.

Portugal offers fairly simple procedures for business owners to start up their businesses. All company registration processes are completed in two stages over a period of a couple of days. The On the Spot Firm system registration process takes roughly an hour. A company registration fee of €360 is required, but also depending on your business, you can start it as a personal activity without paying any fees which is something that we took advantage of to start a legal

activity since in our case there are no big risks because there are no but the other advantages we will consider when we will grow more.

5.8 Market Analysis

5.8.1. Market Segmentation

The process of segmenting a bigger market into smaller groups of consumers with comparable needs or characteristics is known as segmentation. It is crucial for marketers because it enables them to boost the efficiency of their marketing campaigns, increase consumer happiness and loyalty, and ultimately promote business growth and profitability by concentrating on the most pertinent areas.

To do the segmentation I started by segmenting based on the size and the type of the company using a table and secondly based on the sector and industry:

Table 16 Segmentation table by type and size

Company type	Public			private			
Size	small	medium	big	startups	small	medium	big
x= target segment	x	-	-	x	x	x	-

Source: elaborated by the author

=> For the public sector we will target small companies however for the private sector we will target startups, small and medium companies.

For the second part of segmentation based on the industry/ sector here are some common sectors that marketing agencies normally consider. ¹⁶

- 1- Consumer goods: This industry consists of companies that sell tangible commodities to customers directly, such as textiles, food, beverages, household goods, and electronics.
- 2- Business-to-business (B2B): This industry consists of companies that provide software, equipment, or consulting services to other companies.
- 3- Healthcare: Organizations that offer medical goods, services, or equipment fall under this industry category. Examples include hospitals, clinics, and pharmaceutical firms.
- 4- Financial services: This industry is made up of corporations like banks, insurance companies, and investment firms that offer financial goods and services.

5- Education: Companies that offer educational services, such as schools, colleges, and

6- training programs, are included in this industry.

7- Technology: This industry consists of companies that produce and deliver technology-related goods and services, including software development, hardware production, and telecommunications.

8- Hospitality and tourism: This industry consists of establishments like hotels, restaurants, and entertainment centers that offer services to tourists and travelers.

9- Real estate: Companies that acquire, sell, rent, or manage real estate properties are included in this industry. Examples include real estate agencies and property management companies.

10- Transportation and logistics: Businesses that offer transportation services, such as shipping, logistics, car rental, and delivery, are included in this industry.

11- Agriculture: This industry consists of companies that grow crops, raise animals, and distribute dairy products, among other agricultural goods.

=> From the Ten segments we will only consider B2B, Education, Tourism, Transportation and logistics, and healthcare with a focus on companies that sell online or will consider selling online.

5.8.2. Target Market and Positioning

We at our marketing firm think that every small business and startup should have access to professional marketing services that will enable them to compete and flourish. We are also aware that these businesses confront particular marketing difficulties, such as tight budgets, limited funds, and the demand for quick outcomes. that's why we provide reasonably priced, adaptable, and effective marketing solutions.

We believe our main target will be Young entrepreneurs and small businesses that are just starting whom we could find in competitions, hackathons, incubators...etc. We aim to target businesses that operate in various domains like B2B, Education, Tourism, Transportation and logistics, and healthcare but they value the online market and want to develop their businesses and create a brand that will live long.

5.8.3. Competition Market Assessment

In this part, we will see a general overview of the advertising market, how it's developing and how are the microenterprises specifically are doing in this market



Figure 29 Advertising Market: Overview

Source: Banco de Portugal ¹⁷

Advertising agencies number is growing each day in Portugal (46% of advertising agencies were established in the last 5 years) which reflects an important demand but as the picture demonstrates it the turnover in the 20% largest is over 85%, Also most of them are located in the west of Portugal.

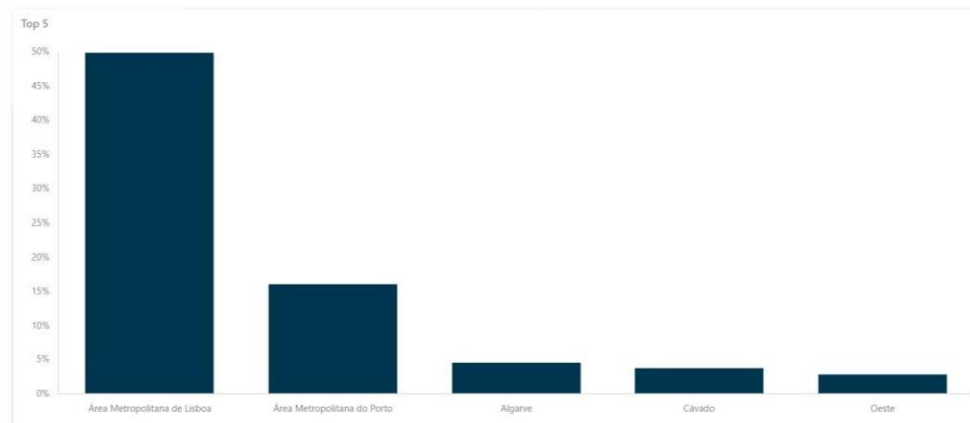


Figure 30 Distribution by the geographical location of head offices (top 5)

Source: Banco de Portugal

As the graphic demonstrates almost 50% of the agencies are in the metropolitan area of Lisbon, over 15% are located in Porto; 10% are between Algarve and Cávado. This shows the lack of advertising agencies in the east side of Portugal at least compared to the west.



BANCO DE PORTUGAL

EUROSISTEMA

Sector Tables

Year: 2021

Economic Activity: 731 - Advertising

Size Class: Microenterprises

Sector Overview

Overview Indicators

Assets (thousands of euros)	571 479
Turnover (thousands of euros)	387 877
Number of employees	5 939
Number of corporations	3 460
Entries of corporations (births)	287
Exits of corporations (mortality)	281

Assets and turnover of the 20% largest corporations (in percentage)

Degree of concentration (assets)	78.87
Degree of concentration (turnover)	72.30

Corporations distribution by age

	Number of corporations	Number of employees	Turnover (thousands of euros)
All Enterprises	3 460	5 939	387 877
Up to 5 years	1 600	2 209	139 652
From 6 to 10 years	741	1 392	89 597
From 11 to 20 years	739	1 507	107 188
Over 20 years	380	831	51 440

Figure 31 Advertising Market: Microenterprises

Source: <https://www.bportugal.pt/QS/qsweb/Dashboards>

As demonstrated according to the Banco de Portugal the turnover for microenterprises in Portugal is almost 388 Million euros for less than 3500 enterprises, and even if we dive deeper, we can see that younger enterprises that are younger than 5 years (1600 enterprises) have a turnover of 139 million euros which is an average of 87 thousand for each. Added to that this table shows the growing number of advertising companies over the years in Portugal which could reflect that there is a rising demand for marketing and digital services.

5.8.4. Analysis of the Competition

Offered services of the general competition

Most advertising agencies will offer digital advertising services (content creation, community management, SEO, SEA, Shopify E-commerce Development, Web Infrastructure and maintenance, Content Management Systems, voice Assistant Skills Development, and Compliance Services...) other advertising agencies will provide offline services like urban display, flyers distributions, and posters...

Last but not least some advertising agencies will collaborate with radio, TV channels, and magazines.

Benchmark:

Using benchmarks, companies can discover areas where they may be lacking and set goals for improvement. To do this I will rely on a comparison website <https://clutch.co/> and the companies' websites or Google Chrome (search engine) we picked some companies that are located in Portugal we analyzed the price focus points clients' satisfaction publicity and promotions and whether it's a strength or a weakness point. then analyzed their websites, target clients (size and field), and the offered services that they focus on percentages. to do so a table was prepared for each company

1- Codesign*Table 17 Codesign analysis*

analysis criteria	STRENGTH	WEAKNESS
pricing(min size project)	\$5,000	
Focus points		30% Digital Strategy (no real focus point)
client's satisfaction	4.8 based on 24	
Publicity and promotion	Listed in trusted websites such as Hubspot clutch..etc A very well-optimized website	a very weak presence on Facebook inactive on LinkedIn and almost not using any other social media
Location	Lisbon, Portugal	
Website: https://codedesign.org/	A very well-presented website.(they're proud to share that they worked with very big companies such as Microsoft/ Nestlé/Chicco... and to show that they're recognized by trusted platforms and agencies)	
Type of clients	client's size: 60%: Midmarket (\$10M - \$1B) 30%: Small Business (<\$10M) 10%: Enterprise (>\$1B) industry focus: 50%: eCommerce 20%: Medical 10%: Business services 10%: consumer products and services	
Product and services offered	30%: Digital Strategy 20%: Pay Per Click 20%: Search Engine Optimization 20%: social media marketing 10%: e-commerce development	

Source: elaborated by the author

2- TeknonWriters

Table 18 TeknonWriters analysis

analysis criteria	Forces	Faiblesses
pricing(min size project)	+\$1,000	
Focus points	Specialized in content marketing	
client's satisfaction	4.9 based on 13 reviews	
Publicity and promotion	Listed in trusted website "clutch"	inactive on Facebook since 2021 not available on Instagram nor linked
Location	Lisbon, Portugal	
Website: https://www.teknonwriters.com/	Very simple website yet not updated and does not respond well to commands the social icons take you to a different website and sometimes nowhere	
Type of clients	client's size: 100%: Small Business (<\$10M) industry focus: 20%: Information technology 20%: Legal Cannabis 20%: Medical 14%: advertising and marketing 26%: other	
Product and services offered	70%: Content Marketing 05%: advertising 05%: email marketing 05%: mobile and app marketing 05%: public relation 05%: seo 05%: social media marketing	

Source: elaborated by the author

3- SmartSites

Table 19 SmartSites analysis

analysis criteria	Forces	Faiblesses
pricing(min size project)	+\$1,000	
Focus points	Two focus points: Pay Per Click and Search Engine Optimization	
client's satisfaction	5.0 based on 148 reviews	
Publicity and promotion	Listed in trusted website "clutch" active on all social media platforms (Facebook Instagram, Twitter,...)	
Location	Global	
Website: https://www.smartsites.com/	A very well-structured website. the front page is full of awards and big partners, awards, and results. they also have a huge portfolio they worked for big companies like Audi, and Rolls Royce	
Type of clients	client's size: 90%: Small Business (<\$10M) 10%: Midmarket (\$10M - \$1B) industry focus: 30%: E-commerce 25%: Medical 15%: Automotive 15%: Dental 15%: Legal	
Products and services offered	35%: Pay Per Click 35%: Seo 10%: Advertising 10%: Social media marketing 10%: Web design	

Source: elaborated by the author

From this explanation we can conclude that with the three different tables and over almost all the websites the min price is 1000\$ and most of the companies work with standard packs. it

also reveals some weaknesses such as promotion and publicity, for instance, some companies aren't at all active on social media even though they're selling services like content creation and social media management, however, it showed some strong points that should be inspiring for the development of competitive advantage such as working with different industries and specializing in fewer services.

Finally, it's crucial to say that not all of them are entirely direct competitors we as a company have different common points with each one but we don't necessarily share the same offered services, target, location, or focus point.

5.8.5. Competitive Advantages:

The competitive advantage is what makes a company unique and different from all the others which makes its offer preferable to that of its competitors. according to the competition analysis above and what is available online.¹⁸

One of the points that some competitors neglected was that they were not available on social media also that they were only providing standard contact that could not necessarily be suitable for all sizes of companies or industries, therefore, we can focus on social media to share our experience, valuable insights, strategies, and tactics that can help our target achieve their marketing goals.

I believe the most different thing that could count as an advantage for the client is our Results-oriented approach since the payment method (as explained in the process) is different and the use of Artificial intelligence tools to be able to accomplish complicated tools in a significantly short period.

Added to that the fact that we are just starting allows us to focus on building strong relationships with our clients in order to be able to foster long-term partnerships and become a trusted advisor to its clients.

Furthermore, my ability to speak different languages and familiarity with different markets could enable our clients to target other markets.

Finally, our customization approach because we are aware that each client needs something different, we provide tailored solutions that are specifically designed to meet their unique goals and objectives.

5.8.6. Marketing strategy

Market analysis, target audience, unique value proposition, marketing objectives, promotional strategies, and action plan are the essential elements of a marketing strategy.

This will be a condensed version of what we previously discussed as it has already been covered.

5.8.7. Marketing objectives

- Boost client acquisition: In order to add three new customers during the first two years, the agency should focus on small and start-up companies that align with its partnership- based business model.
- Boost brand awareness by reaching 1000 followers in the first year of content creation, as well as by increasing brand visibility and recognition among the target demographic online.
- By producing material specifically tailored to the target market and the field, the agency can establish itself as a thought leader in the field.

5.8.8. Promotional strategies

There are numerous promotional strategies available that we could use to achieve our goal; however, due to some financial limitations and other constraints, we chose these four strategies: content marketing, networking and personal branding, partnerships, and finally personal consultation.

Action Plan:

We will begin with content marketing, focusing on Facebook and Instagram to share informative content, share experiences, and challenge the followers to do the same. We will then position ourselves as experts, starting and joining Facebook groups to be able to join the network and provide added value to the target market. I will concentrate on networking and personal branding on LinkedIn again because I have previously been active on this website and am confident that it will be useful to use. Finally, as previously said, I will offer personalized consultations or strategy sessions for small enterprises and startups. Bellow you will find the timeline for this action plan:

Please note that the marketing section has more detailed descriptions with examples and data.

Pricing:

There are numerous pricing tactics that firms can take into account. A partnership-based marketing firm should evaluate a number of aspects, including the company's size, projected income, available cash and capital, the viability of the idea if it's a startup, and the partners. In addition, we must analyze the unique characteristics of our target market, which consists of startups and small businesses, as well as our competitive edge. We may decide to combine a dynamic, competitive, and package pricing approach as a result of all those variables.

The reason for this is that, since each client is unique, it makes more sense to adjust prices in accordance with the range of services that will be offered. Additionally, we will implement a bundle strategy in an effort to sell more services. Lastly, the rationale for selecting a competitive approach over a penetration strategy is that this type of strategy is better suited for simpler products and services and is more appropriate for business-to-consumer ventures. To get started, however, we will need to sign off on the simpler standard and trickier partnership models. For more informations you can check the detailed part in the marketing report.

Promotion and Publicity implementation:**Branding****a. Logo**

As mentioned in the marketing part above the agency is going to be called AD'ART which stands for advertising art since we want to convey that we see

marketing as art we are passionate about the subject and will deliver creative and different output.

Also, the choice of font is studied since as said before everything conveys a message in this case, we went for a firm yet playful look to show that we could be professional and be close to the young generation. added to that, the symbol grammatically speaking, commas separate two parts of a sentence. Therefore, a comma could represent their businesses (the clients) before and after working with us it also reflects that fine line between advertising and art and conveys a message of hope for businesses that are struggling and tells them that their journey should be continued

Finally, the color choice was also studied based on color psychology relying on the website "<https://www.colorpsychology.org/>."

As previewed before the chosen colors for our brand are pink, yellow, white, and black

- b. Tagline or Slogan:** Your favorite AI-powered marketing agency: this tagline emphasizes that the company uses AI tools which is a huge selling point, especially for small companies.

c. The values and key messages

Our values are creativity, Collaboration, Integrity, and Adaptability

Our key messages: We empower creativity.

We uphold ethical standards, honesty, transparency, and trustworthiness in all client interactions.

We embrace change, being flexible, and staying agile in a dynamic and evolving marketing landscape to meet clients' changing needs.

We promote a collaborative approach with clients and within the agency to achieve collective success.

d. The Tone of Voice

We chose to use a combination of three different tones of voice: conversational and friendly to establish a sense of familiarity; playful and humorous to engage the audience; and educational and informative to stress imparting important knowledge, demystifying complex concepts, and instructing the target

Chosen communication channels:

We started by researching how Portuguese consumers look for companies on social media, and as the figure illustrates, the first is social media platforms. As we explained in the marketing section, in order to select a communication channel, we had to first understand our environment in order to operate properly.

Following some study, which is available in the marketing section above, we determined that Facebook, Instagram, WhatsApp, and LinkedIn would be the best social media platforms to use for the personal branding element given the available numbers and resources.

The website:

A website will act as our online shop, operating at all times to promote your company to a wide audience. Beyond improving our reliability and trustworthiness, it enables us to build a powerful internet presence.

=> The marketing plan document has more details and contains examples and statistics of the work that has already been done.

5.9 Financial Analysis

After going through essential elements such as Sales and other income assumptions, Cost Structure, Investment and Financing strategy, Financial Statement Forecast, and Project Evaluation. Together, these aspects will guide our financial decisions and maintain our organization's long-term financial viability.

The Ad'art project review shows good financial possibilities, with a positive Net Present Value (NPV) of 70,262 euros, indicating the possibility of a significant return on investment. The Internal Rate of Return (IRR) is 30%, indicating that the project may earn returns above the cost of capital. Furthermore, Ad'art is predicted not only to recover all initial investments and debt but also to earn a strictly positive net profit in only 4.29 years.

Given these strong financial indicators, the appropriate financial decision would be to move forward with the Ad'art project, which presents a highly favorable investment opportunity with the potential for considerable returns.

6. Show case study

6.1 Introduction

Our client, a newly established organization committed to enabling educational possibilities for North African students in Portugal, sets off on an exciting journey in the dynamic world of international education. The organization, which was founded with a strong dedication to empowering students and fostering intercultural dialogue, understands the critical role that successful marketing and content development have in fulfilling its purpose.

As a new, aspirational business, our client is aware of its lack of marketing knowledge but also deeply understands how crucial marketing is to reaching its target audience.

A thorough content marketing and rebranding plan suited to the particular position and objectives of our client will be described in the sections that follow. Together, we will look into ways to increase brand recognition and win over North African students.

This report serves as proof of the agency's efforts to assist Portisia in achieving its objectives.

6.2 Project Goals and Objectives

After some meetings our 3 main goals that we agreed to focus on were:

- **Boost Enrollment:** Boost the number of students from North Africa enrolling in Portuguese universities and educational institutions.
- **Increase Brand Awareness:** Make North African students and their communities aware of the agency's offerings.
- **Develop Strategic Partnerships:** Create alliances with different Portuguese educational institutions

6.3 Content Marketing Strategy

This content marketing strategy aims to engage and support North African students as they make their way to Portugal to study by offering useful, culturally appropriate information using a variety of content formats and distribution methods.

Overview of the Content Strategy

- **Targeted material Themes:** Create material on topics like "Master Opportunities in Portugal," "Bachelor Opportunities in Portugal," and "Application and Visa Guides" that appeal to students in North Africa.

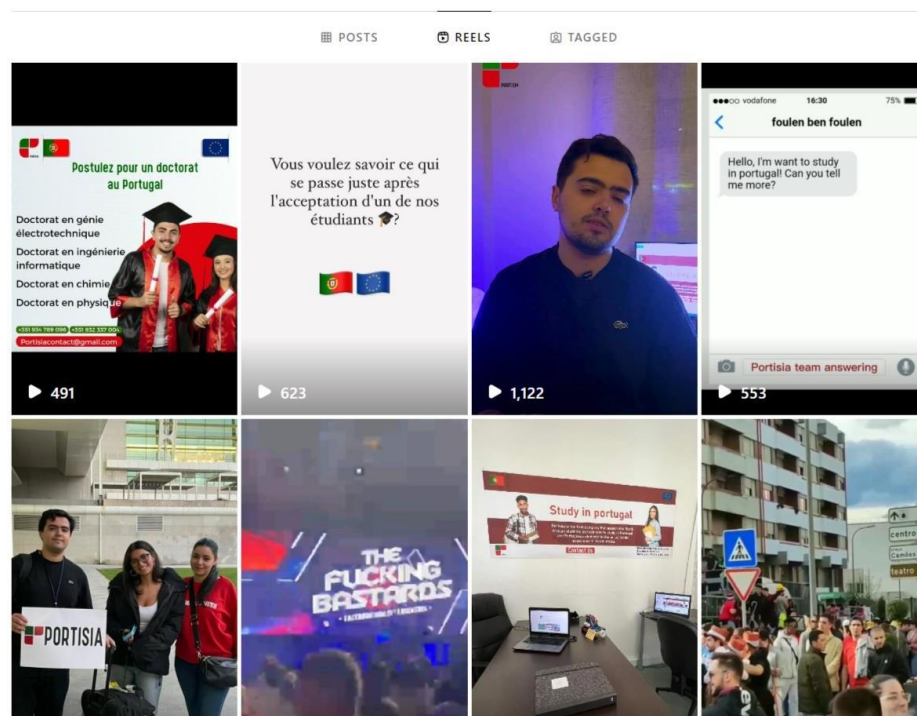


Figure 32 Targeted posts Themes

Source: elaborated by the author

- Audience segmentation: To produce individualized content, we divide the target audience into groups based on characteristics like academic standing, area of study, and nationality.
- Content Tone and Style: We establish a warm, enlightening, and culturally aware tone to properly engage the North African audience.

Production and Distribution of Content:



- Video Content: Produce videos that provide information on studying in Portugal as well as virtual campus visits.

Figure 33 Video content created for PortisiaSource:

<https://www.instagram.com/portisia.portugal/>

- **Social Media Engagement:** Post material on various social media channels, interact with followers, and run paid ad campaigns that are aimed at North African students who want to study abroad.
- **E-books and Guides:** Create downloadable e-books and guides detailing the application process and the necessary paperwork.

Content Calendar

- **Monthly Schedule:** In order to brainstorm, discuss sensible goals, and determine what kind of content we should be focusing on, our partner along with myself agreed to set up monthly meetings.
- **Video Releases:** Plan your video releases to ensure a variety of content types. Notably on the platform Instagram, which promotes this type of content
- **Social Media Calendar:** Keep a regular posting schedule on social media with monthly updates that include pertinent news, study advice, and student highlights.
- **Seasonal marketing:** Arrange seasonal marketing around important occasions like deadlines for university applications.

6.4 Rebranding Strategy

This rebranding approach is to give the agency a modern, and appealing brand image so that it will effectively connect with its target market of North African students seeking educational possibilities in Portugal.

Rebranding Objectives

Increased Visibility: Make the organization more recognizable to North African students as a reliable source for information on studying in Portugal.

Improved Messaging: Highlight individualized support and cultural understanding in the agency's messaging to better connect with North African students' aspirations and needs but more importantly keep it open in a way that allows them to expand the activity to other paths.

Competitive Positioning: Using the agency's experience in enabling study possibilities in Portugal, “The first agency that supports North African students to study in Portugal”

Update to the brand identity:

- **Logo redesign:** Create a new iteration of the logo with components that indicate a flexible and dynamic mindset while still being professional.
- **Color Scheme:** Stick with the same brand's color scheme since it features cozy, inviting hues that inspire a sense of community and adventure. nevertheless, are those of Portugal and Tunisia.

- **Typography:** Pick fonts that convey the professionalism and versatility of the company while also being easily readable.

=> Bellow you will find the new and an updated version of the logo, it's important to note that the agency only wanted an update for the logo but an entirely different one



Figure 34 The old version of the logo

Source:<https://www.facebook.com/photo/?fbid=105913165166594&set=a.167881725767094>



Figure 35 The new logo

Source: Author's Elaboration

<https://www.facebook.com/photo/?fbid=159317939826116&set=a.167881725767094>

Visual identity

- Branding Collateral: Create branded materials with the modified logo and color scheme, such as brochures, business cards, and letterheads.
- Social Media Graphics: Produce aesthetically appealing graphics that complement the revised brand identity for social media channels.

=> Bellow you will find examples of the templates we created for Portisia



Figure 36 Templates created for portisia

Source: Author's Elaboration

6.5 Challenges and Solutions

Embarking on our journey with our inaugural client, we encountered several challenges, particularly during the initial stages of our partnership. As a young agency, we struggled with the lack of established procedures like a content calendar or a regular meeting schedule. These early flaws led to a number of problems, chief among which were numerous requests for spontaneous content adjustment. This not only took up significant time and resources, but it also might have prevented our organization from expanding.

Additionally, we established a crucial monthly meeting that would be used to examine the overall project strategy, assess progress, and make strategic improvements. This regular check-in became the basis of our teamwork, ensuring that the client and our agency were always on the same page and that the project's course always followed our common goals.

In conclusion, while the difficulties we encountered were typical of a young agency, we were able to overcome them by adapting, putting in place established procedures, and encouraging proactive communication. This resulted to a collaboration that was more effective and fruitful.

With the help of these solutions, we were able to overcome our initial challenges and set ourselves up for long-term success and growth in our aim to support our client.

6.6 Conclusion

Dedicated to empowering Portisia, our first customer, our collaboration journey with distinguished client has been transformational.

As a young agency, we entered this project with enthusiasm and a clear knowledge of how crucial marketing and content development are to fulfilling our common goals. We have presented a thorough content marketing and rebranding plan in this report that has been painstakingly tailored to our client's specific position and goals. These strategies are more than simply ideas on paper; they are the result of our client's desire to leave a lasting impression and our dedication to assisting them in doing so.

We overcame the early difficulties—such as the lack of structured processes and impulsive content requests—and emerged stronger and more tenacious. We overcame these obstacles with unshakable commitment by putting into practice strategies that encouraged proactive communication and introduced strategic planning. As a result of our commitment to fostering this relationship, we established regular meetings and a crucial monthly milestone that served as the foundation for our cooperation. These check-ins helped us reach our common goals by ensuring alignment and fostering transparency.

In conclusion, this report serves as both a reflection of our group's work and a guide for the future. We are on a journey of development, resiliency, and unrelenting pursuit of excellence. As we did with our first client, we intend to attract new clients and assist them in expanding their businesses.

Conclusion

Realizing and carrying out a business approach and business plan for a new project, or an already existing company is essential to guarantee her success or survival. It allows to understand the current situation of the business idea but also the current situation of the market and environment in which it operates.

It also allows to anticipate and forecast possible issues and concerns that may arise in the future. It is essential to study the financial planning but also the market, the competitors, the target audience, and the marketing planing.

AD'ART is a marketing firm that provides an unusual pricing method, as well as an innovative framework that leverages the power of artificial intelligence (AI) in the process..

AD'ART decided to target small and medium countries that are struggling with financial limitation and marketing strategy creation and implementation and this is why the profit-share pricing model was proposed.

Carrying out this research of the external and internal diagnosis, allows coordinators to understand the different variables and put in place the main objectives of AD'ART to decide on a proper Marketing Plan with the right actions to attract the target consumer that will benefit of this innovative part of the services provided but also to achieve the different objectives of the company in a short and long term.

In addition to that, putting in place the business the financial plan with a forecasting of the next years, enables us to understand the feasibility and the potential success or bankruptcy. This business plan also allows to show the financial viability of this project. Therefore, the Net Present Value is 70,262 euros, the Internal rate of Return is more than 30% Payback period is within a short time frame of 4.29 years.

To sum up, all these different parts of the business plan and innovative are the most effective tools for all companies including AD'ART, assisted us to make decision of opening an activity and start this adventure and persue the possibilities to obtain the desired results.

Reference

- 1- Perry, M. (2014). Market orientation in small businesses: Creative or lacking?
- 2- Anh Tran (2017) The importance of marketing in developing Café-deli model in Finland
- 3- Bradley Shapiro Günter J. Hitsch Anna Tuchman (2020), GENERALIZABLE AND ROBUST TV ADVERTISING EFFECTS
- 4- Madhu Bala (2018) A Critical Review of Digital Marketing.
- 5- Michael Dimock (2019) Defining generations: Where Millennials end and Generation Z begins
- 6- <https://www2.deloitte.com/us/en/insights/industry/technology/digital-media-trends-consumption-habits-survey/summary.html>
- 7- <https://magnaglobal.com/wp-content/uploads/2018/05/Magna-IPG-Lab-Skipping-Around-the-World.pdf>
- 8- Bradley Shapiro Günter J. Hitsch Anna Tuchman (2020), GENERALIZABLE AND ROBUST TV ADVERTISING EFFECTS
- 9- <https://www.statista.com/statistics/432099/television-advertising-expenditure-in-portugal/>
- 10- Perry, M. (2014). Market orientation in small businesses: Creative or lacking?
- 11- Turner & Endres, 2017, Strategies for Enhancing Small-Business Owners' Success Rates
- 12- Bulletin of the Transilvania University of Braşov Series V: Economic Sciences • Vol. 8 (57) No. 2 - 2015
- 13- <https://blog.hubspot.com/marketing/content-marketing#types-of-content-marketing>
- 14- <https://corporatefinanceinstitute.com/resources/management/pestel-analysis/>
- 15- <https://www.peopleperhour.com/discover/news/peopleperhour-reveals-their-startup-city-index/>
- 16- <https://ca.indeed.com/career-advice/finding-a-job/types-of-industry>
- 17- <https://www.bportugal.pt/QS/qswb/Dashboards>
- 18- <https://corporatefinanceinstitute.com/resources/management/competitive-advantage/>
- 19- <https://blog.hubspot.com/sales/pricing-strategy>

Annex

Validation for Market Study

Dear Oumayma Hosni,

I hope you are well, I'm writing to *provide my expert approval of the market research* you carried out. I have studied the study and its findings as an external expert with experience in market research, and I would like to provide my thoughts on its overall worth.

The comments to the questions posed were insightful and varied, and they helped shed light on the difficulties small firms confront in the field of marketing.

The study's findings about budgetary limitations and strategic marketing difficulties are consistent with the larger difficulties that small enterprises frequently face. When creating marketing strategies that are suited to particular requirements, the respondents' impressions of the difficulties facing the target audience, the demands of competition, and the distribution of resources are insightful and useful.

Do not hesitate to contact me if you need more information or if you have any further queries.
Sincerely,

[Limam Jawher]
Jawher.limam@tn.ey.com

[Senior Reporting Associate]



Signature:

A handwritten signature in black ink, appearing to be 'L. Jawher', is written below the 'Signature:' label.

Validation for Marketing Plan

Dear Oumayma Hosni,

I hope you are well, I had the pleasure of observing the thorough marketing plan you had created for the partnership-based marketing firm "AD'ART." Congratulations on the care and consideration that went into developing this plan. It is clear that a lot of time and attention was put into developing a strategic framework that precisely complements your agency's goals. *I want to offer my validation of the proposed plan* in my role as an outside expert with experience in marketing strategy and business development. Here are my observations:

Marketing Goals: Your marketing goals are clear, accurate, and reasonable. They put a lot of emphasis on important things like building a clientele, brand awareness, and competence. These goals are both actionable and measurable, which is essential for monitoring development.

Promotional Techniques: Your selection of promotional techniques shows that you have a good grasp of your target market. A partnership-based marketing agency may effectively use content marketing, networking, collaborations, and one-on-one consultations, especially when serving small enterprises and startups.

Pricing: Your pricing approach is flexible and takes into account the particular requirements of each client. It blends dynamic, competitive, and bundle pricing. This adaptability will undoubtedly appeal to a wide range of customers.

Publicity and Promotion: Your use of color psychology, logo design, and branding is innovative and strategic. The chosen tagline, values, and messages are concise and support the agency's market positioning.

Channels of Communication Selected: Utilizing Facebook, Instagram, WhatsApp, and LinkedIn as your main communication channels allows you to interact with your audience where they are most engaged and is a data-driven decision. Your visibility and presence online will improve as a result.

Website: With interactive components that provide a contemporary touch, the website design is both aesthetically pleasing and user-friendly. It enhances the entire branding and marketing of your company.

Data Analytics: It is a smart idea to use data analytics to monitor how well your LinkedIn material is performing. You can make wise selections and improve your plan with the aid of this real-time analysis.

To conclude your marketing strategy is well-organized and shows that you have a thorough awareness of the target market and distinctive positioning of your firm. It was a pleasure to evaluate your strategy, and I am confident that it will prove to be a beneficial asset for AD'ART if rigorously carried out.

Please get in touch if you need any more help or have inquiries as you go out on your road to achieve your marketing goals, I wish you much success.

Sincerely,

Rafaa CHAWALI
Marketing Manager I
Rafaa.chawali@fabskill.com

fabskill

Signature:



Validation for business plan

Dear Oumayma Hosni,

I hope you are doing well as I write this.

I'm writing to vouch for the Ad'Art Marketing Agency's business model and ***to provide my validation of the proposed plan***. After carefully going over the plan, I can say with conviction that it shows a well-thought-out, strategic, and all-encompassing approach to starting and expanding a marketing business.

The business plan for Ad'Art Marketing Agency demonstrates a thorough awareness of the market and sector it serves. The targeting, segmentation, and positioning strategies are clearly defined and adequately in line with the goals and values of the business. Given their particular marketing requirements and difficulties, small firms and startups make up a significant portion of the target market, which has been identified.

The strategy, plan, and success vision all show a thorough understanding of the landscape. It demonstrates a dedication to creating lasting relationships with clients and providing value. Ad'Art Marketing Agency is positioned advantageously for success in the marketing sector, in my opinion.

Please don't hesitate to contact me if you have any more inquiries. I wish Ad'Art Marketing Agency much luck in all of its activities and am excited to see how it develops and succeeds. Sincerely,

Achref Trabelsi | achref.trabelsi@flat6labs.com
Program Officer



Validation for Showcase Study

Greetings, Oumayma Hosni

I hope this note finds you in good health. I wanted to let you know how appreciative I am of the fantastic job you did helping Portisia along the way. Your commitment to helping us realize our goal of providing North African students in Portugal with educational opportunities has been simply amazing.

I want to ***offer my positive testimony and validation of the proposed report*** you sent us explaining the journey with gone through together. It will serve as proof of the care and skill your company put into working on our project. your team's precise preparation and execution gave us the assurance that we are headed in the correct direction to accomplish our objectives.

Your organization will undoubtedly be essential in assisting other businesses in broadening their clientele and achieving their goals. We sincerely appreciate your constant commitment to building this connection, and we look forward to continuing on our path to excellence.

Sincerely,

Yasmine Rim Challouf
Co-founder, CEO
PORTISIA



Yasmine Rim Challouf
PORTISIA
YASMINE & YOUSSEF, LDA
NIPC-516 414 372 - BRAGANÇA

Validation for Financial Plan

Dear Oumayma Hosni,

I hope you are well, I am writing to provide my expert *validation of the financial plan presented by Ad'Art Marketing Agency*.

After a comprehensive review of the plan, it is evident that Ad'Art Marketing Agency has established a financially sound and well-structured approach to its operations, investments, and overall fiscal management.

I believe that Ad'Art is well-prepared to navigate the financial challenges of the marketing industry and capitalize on opportunities for success.

Do not hesitate to contact me if you need more information or if you have any further queries. I wish you continued success and growth in its financial endeavors.

Sincerely,

Taher Jeljli, Taher.jeljli@tn.ey.com
Financial auditor;
Trainee Certified public accountant



Signature:

A handwritten signature in black ink, consisting of a stylized 'T' followed by a long horizontal stroke.

The Survey

Understanding Marketing Challenges in Small Businesses

Thank you for participating in this survey. Your input is crucial for our research on the challenges faced by small businesses in marketing. Your responses will remain confidential and will only be used for research purposes

1. Industry

Plusieurs réponses possibles.

- ☐ retail and consumer based products
- ☐ B2B
- ☐ Education
- ☐ Tourism
- ☐ Transportation and logistics
- ☐ healthcare

2. Number of employees

Une seule réponse possible.

- ☐ =<5
- ☐ >5
- ☐ >10
- ☐ >15
- ☐ >25

3. which country

4. Years in Operation

Une seule réponse possible.

☐ <3

☐ >3

☐ >5

☐ >10

Strategic Challenges

5. How challenging is it for your business to identify and define your target audience?

Une seule réponse possible.

1 2 3 4 5

not ☐ ☐ ☐ ☐ ☐ extremely challenging

6. How would you describe the level of competitive pressure your business faces in your industry?

Une seule réponse possible.

☐ low pressure

☐ high pressure

7. Which marketing channels have been the most effective for your business? (Select one or more)

Plusieurs réponses possibles.

- ☐ Social media
☐ Email marketing
☐ Content marketing
☐ Traditional advertising (e.g., print, radio, TV)
☐ Autre : _____

8. How would you rate the effectiveness of your current marketing strategy?

Une seule réponse possible.

	1	2	3	4	5	
very	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very effective

Financial Challenges

9. How would you describe the financial constraints your business faces concerning marketing efforts? (Select one or more)

Plusieurs réponses possibles.

- ☐ Limited budget
☐ Inconsistent cash flow
☐ High marketing costs
☐ Difficulty securing funding
☐ Autre : _____

10. What percentage of your annual budget is allocated to marketing activities? (Please provide a percentage, e.g., 10%)

Une seule réponse possible.

- ☐ 5%
- ☐ 10%
- ☐ 15%
- ☐ 20%
- ☐ 25%
- ☐ 30%
- ☐ 35%
- ☐ 40%
- ☐ 45%
- ☐ 50%
- ☐ 55%
- ☐ 60%
- ☐ 65%
- ☐ 70%
- ☐ 75%
- ☐ 80%

11. Which marketing resources do you find most challenging to obtain due to financial constraints? (Select one or more)

Plusieurs réponses possibles.

- ☐ Skilled marketing personnel
- ☐ Marketing technology/AI tools
- ☐ Advertising budget
- ☐ Market research funds
- ☐ Autre : _____

12. What strategies did you implement to address the financial challenges in marketing your business?

Plusieurs réponses possibles.

- ☐ DIY content
- ☐ Affiliate and referral Marketing
- ☐ Crowdfunding Campaigns
- ☐ Lean Marketing Techniques
- ☐ I'm still searching for a solution

13. How would you rate the effectiveness of the strategies you used?

Une seule réponse possible.

1 2 3 4 5

very ☐ ☐ ☐ ☐ ☐ very effective

14. Is there anything else you would like to share regarding the challenges your business faces in marketing, or any additional insights you believe are important for our research?

Thank you for taking the time to complete this survey. Your input is invaluable and will contribute to a better understanding of the challenges faced by small businesses in marketing. Your responses will remain confidential, and the aggregated data will be used for research purposes only.