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A Proposal Digital Marketing Strategy for Marcheluzzo Srl: Training and Evaluating a Prediction Model for the Number of Adv. Impressions

Charles Alves de Castro
Technological University Dublin, b00139249@mytudublin.ie

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Charles Alves de Castro[1]

Abstract:

This research aims to describe a digital marketing strategy elaborated to be deployed in the Marcheluzzo Srl Company located in Italy. In addition, it intends to give a wide range of information to the company about its customers, target, competitors, market, digital marketing strategy, and potential recommendations. It is also important to highlight that this strategy is focused on the Brazilian market. Most of the information collected for the situational analysis and many other components for this research were gathered through the author`s perception during his internship in the company. The methodology includes secondary data collected through field observation in the company, documents provided by the organization and internet sources. Finally, the proposal digital marketing strategy was validated through a prediction model using machine-learning system via Python and its tools. The result of the prediction model was addressed and analyzed based on linear regression and correlation matrix methods confirming the efficacy of the proposal strategy, consequently the reliability of the prediction model.

Key words: Business-to-Business, Digital Marketing, Marketing Consultancy, Prediction Model.

Introduction

Nowadays, we are living in a metamorphosis's world, full of changes and transformations, in which sometimes it has been challenging to follow up on all of the rapid alterations, mainly related to the digital age and its aspects such as, new technologies, top-notch automation, internet of things, artificial intelligence, machine learning, and big data. Companies, industries, and brands should follow all of the new digital trends in order to keep up competitiveness and remain in the market. It could be a challenge for most of them but be placed behind is not the right decision.

As in all fields of business, industries are also facing transformations, which concern an entire digitalization and robotic automation of manufacturing processes. Some new technologies are illustrating this scenario of a new digital industrial revolution, so-called Industry 4.0, usually refers to "smart factories" – whereby systems monitor processes and make decentralized decisions, such as the smart manufacturing technologies (autonomous robots, additive manufacturing, laser cutting), cyber-physical systems, big data and cloud computing, Internet of Things (IoT), artificial intelligence, machine learning, voice recognition, augmented reality (Barbsy, 2018) (Almada-Lobo, 2016) (Bettiol, Capestro and di Maria, 2017). The flexibility of production processes and better attention to the customers are required topics to meet the rising complexity of markets (Bettiol, Capestro, and di Maria, 2017).

Even though the industries are focusing on digitalization and innovation, one significant factor that manufacturing firms have left apart is the impact of digital marketing or/and creating a digital strategy that helps take their business to the next level of advantage in the new industrial market; some firms are investing intensely in robotic automation and digitalization of the production sector, nonetheless forgetting the digital strategies that could be applied in business, for example, forming a digital marketing strategy in which it is critical for engineering and manufacturing firms in order to have a competitive advantage in the market, reduce costs in marketing and reach a wide range of people (Barbsy, 2018). The digitization of the business aspect, as well as how digital marketing activity is planned and implemented, should be considered in great depth for the industry sector (Barbsy, 2018).

[1] University of Bari Aldo Moro, Master of Science in Marketing, Dept. of Economics, Management and Business Law, Largo Abbazia Santa Scolastica, 53, 70124, Bari, Italy. email: charlesturcastro@yahoo.com.br

Research Objectives and Methodology

This research aims to describe a digital marketing strategy elaborated to be deployed in the MarcheluzzoSrl Company in order to increase its visibility within the Brazilian market. To accomplish a meaningful result for this study, it was necessary to create a prediction model using machine-learning system (Python 3.7 Version) to train and evaluate a proposal dataset created based on the digital marketing strategy. The result of the prediction model was addressed and analyzed according to regression and correlation methods. In addition, secondary data was gathered through field observation in the company, collection of documents through the company`s databank and via internet sources.

Literature Review

To understand the meaning and the importance of digital marketing, it is essential to start with the basic terms and how it can be understood and described. Digital marketing can be simply defined by Chaffey and Ellis-Chadwick (2016) as: "Achieving marketing objectives through applying digital technologies and media." The internet and digital technologies, in general, altered the relationships between marketers and consumers forever and did so on a global scale (Ryan, 2014).

Ryan (2014) argues that digital marketing is not only about technology, but it is all about people. In that sense, it is similar to the traditional marketing: "it is about people (marketers) connecting with other people (consumers) to build relationships and ultimately drive sales" (Ryan, 2014).

As well as, Philip Kotler in his Marketing 4.0 book (2017) states that "the most important role of digital marketing is to drive action and advocacy since digital marketing is more accountable than traditional marketing, its focus is to drive results where traditional marketing`s focus is on initiating customer interaction." Hence, the combination of both parallels creates a new direction for customer relationships and experiences.

Thus, digital marketing is not about understanding the underlying technology, but rather about understanding individuals, how they are using that technology in order to achieve something or supply their needs, and how marketers can leverage that to connect with them effectively (Ryan, 2014). Therefore, more than only understand the technology and internet tools, understand people is the real key to unlocking the potential of digital marketing (Ryan, 2014).

The development of the Internet, the World Wide Web, and other digital technologies have transformed marketing (Ryan, 2014). For consumers, they give a much wider choice of products, services, and prices from different suppliers and a more convenient way to select and purchase goods (Ryan, 2014).

The most significant changes have been initiated in the most recent decade (Davis, 2020). For example, it has barely been twelve years since the first online purchase was made on a mobile phone, and it has been barely four years since ads launched on Snapchat and Spotify (Davis, 2020). The replacement of social media channels can be easily seen; the interest of each channel by its user can be lost as fast as arising new channels, tools, and technologies. According to Davis (2020) developments in artificial intelligence and machine learning will shape the future of digital marketing in ways we cannot imagine, and probably as fast as we cannot imagine – only like we could not believe that mobile would come to exceed PC internet usage less than 20 years after internet reached phones in 1996 (Davis, 2020).

The company in this project is far behind to be innovative in a business and digital marketing sphere, even though it is modern, cutting-edge and updated related to automation and machinery within its production department, as well as about the quality and features of its products. In order to gain space in the market using digital marketing, it is essential to say that management processes related to the administration of digital marketing include planning how digital marketing can be outperformed in order to contribute to the company and integrating with other marketing or business activities (Davis, 2020). The adoption of digital marketing also indicates a significant program of changes that need to be managed (Davis, 2020). New goals need to be set, new communications strategies developed, and staff developed through unique responsibilities and skills (Davis, 2020). Therefore, to understand, analyze, and adopt digital marketing strategies within a company is extremely important to deeply understand what it is and how to plan and deploy it.

The Research and Methods

Situational Analysis

Before describing the strategy was very important to elaborate on a situational analysis to understand the company's external and internal environment, mainly related to its presence in the Brazilian market. In addition, it was supportive for the entire research as it gave a broad view of the company and a wide range of information.

The situational analysis consists of understanding the actual company`s situation, for example, analysis of its health and which influences can impact on it. The situational analysis starts with the *SWOT tool* to understand the strengths, weaknesses, opportunities, and threats that have an impact or could have an effect on the company`s health. Therefore, it is possible to have an accurate business perception from the SWOT analysis, highlighting some points, such as the company`s strength on its innovative and high-quality products and the excellent recognition of its brand within the Brazilian market. There are many opportunities for Marcheluzzo in the Brazilian market as well as abroad, mainly related to the digital field ascendency in the ceramic and heavy clay industry, including the internet, social media, automation and artificial intelligence.

However, the company suffers from some weaknesses such as the lack of skilled workers in the business field, the lack of training and development for employees, and the reluctance of its personnel body towards changes. In addition, the main risk points are correlated to government influences, such as an unstable economy and higher taxes.

The second component of the situational analysis consists on the *marketing mix* evaluation in which it is possible to understand that one of the product differentials of Marcheluzzo is the production of entire tailor-made plans according to each client request, for example, if a client requests a full automatized line for a ceramic industry, Marcheluzzo has the possibility to offer it. As well as, is the opportunity to align automation, robots, and cutting-edge tools to its products, giving them a substantial differential in the Brazilian market. Even though, in the promotion aspect, we can see a lack of investments in advertising or in marketing communication in general, mainly related to the digital world, such as digital marketing and its elements, for example, a well-developed website including SEO and Google Ads, and Social Media channels.

The third point reviews the *competitors' analysis* in which is possible to understand that Marcheluzzo is far behind on investments in digital marketing. Note that this analysis was made focusing on Marcheluzzo`s competitors in the Brazilian market as well as concentrated in the digital environment, then was found 05 main competitors in the Brazilian market. The main variables analyzed were price, target, product, online presence (website, social media channels, and other digital tools), business value, and aggressiveness in the market. Each variable was evaluated per competitor, comparing, and contrasting with the Marcheluzzo`s characteristics and the market environment. In addition, each component had a numerical scale from 1.0 to 5.0, in which 1.0 is low, the medium is 2.5 and high is 5.0, in the end, was calculated an average for each company, converted into a percentage. Thus, it was built the graph below. Furthermore, during the analysis is possible to perceive that Marcheluzzo has only one direct competitor in Brazil, COSMEC company.

Graph 1. Marcheluzzo - Competitors Analysis
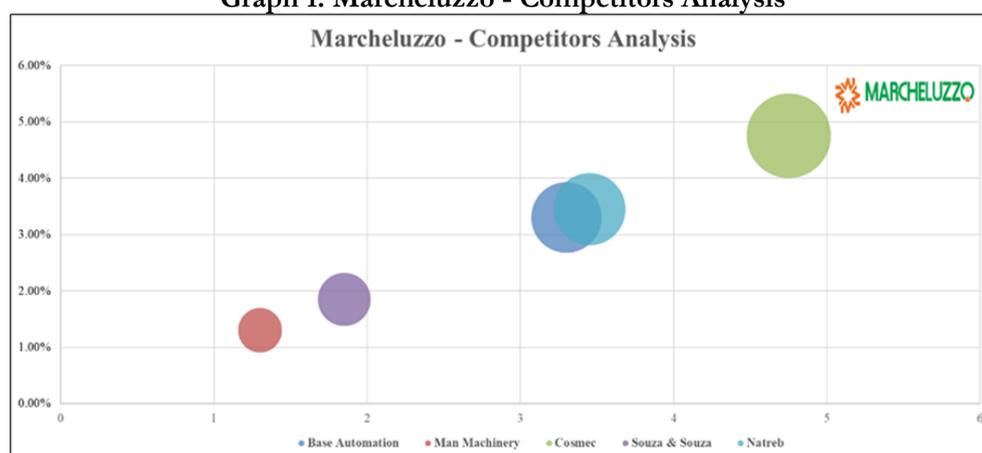
Source: Elaborated by the author (2020)

Therefore, the graph above shows that COSMEC (green) is the most relevant competitor of Marcheluzzo in the Brazilian market. It is the only Italian company in Brazil that offers the same product line, also claiming the "Made in Italy" quality in the market. The analysis also described that all of the competitors have a well-designed website, varying from one to another. Still, the sites include mobile web, add-in language tool, e-mail, contact details, and blog. Also, they have an excellent social media presence using Facebook, Instagram, LinkedIn, YouTube, and Vimeo. (I) Facebook has the highest number of followers, followed by (II) Instagram, (III) YouTube, (IV) LinkedIn, and (V) Vimeo. Also, in the YouTube and Vimeo, the author perceived a high number of views in their videos, reaching more than 12k per video published, as well as Vimeo reaching about 6k views; thus there is interest from people on videos showing how is the process of building the machinery and automation.

Even though Marcheluzzo is far behind in digital communications, it is ahead on product development, from the analysis was possible to understand that only Marcheluzzo and COSMEC have offered well-designed products, using the Italian technology, under costumer`s request in Brazil. This attribute is the most important differential of Marcheluzzo in the Brazilian market, and probably is the reason why Marcheluzzo has a greater slice of the Brazilian market share. The positive perception of Marcheluzzo`s products can be confirmed through its revenue sales in Brazil, reaching around 1.5 million Euros per year, without making efforts, only investing in two trade shows and visiting potential clients.

Loyalty is a significant factor because when Marcheluzzo sells a product, or even better, sell an entire ceramic industry plant, the client will need them for an extended period. Because the Marcheluzzo`s products are developed to be combined only to its products. For example, Marcheluzzo produces a dryer for block, and it will need maintenance after some time, any piece or service that should be done during the maintenance will be done by Marcheluzzo, as only its pieces/products will fit and combine to its products. However, it is not in all the cases, but in cases of entire plants, it is most likely to happen.

The fourth and last aspect of the situational analysis consists of the *customer analysis* in which shows a comprehensive view of the target audience`s profile, as well as provides understanding of the actual customers. The information collected to describe the target audience was made during the author`s internship in the company, as he had a direct approach with all costumers. Therefore, the main aspects are, Marcheluzzo represents a business-to-business model; thus, its clients are other companies and who represent those companies, such as owners, directors, and managers. Their characteristics and interests are strongly correlated to their industry and market, generally speaking, related to the business environment. They can come from many generations, then to specify a specific age is very difficult, but ranging from 40 – 70 years old. In addition, Marcheluzzo`s customer persona tends to be active towards e-mails, LinkedIn, newspapers, and magazines, mainly related to business and economy subjects. For this reason, was made a digital analysis of the seven main clients of Marcheluzzo in Brazil. The main clients have been considered: Cerâmica Forte, Cerâmica Brasileira, Telhamar, Cerâmica Cirineu, Cerâmica Cidade Nova, Cerâmica Lorenzetti, and Cerâmica Constrular (Portuguese Language).

Overall, Marcheluzzo clients` are active in social media with ranging of followers from 300 to 12.000. However, the number of followers does not mean that the clients have been active on its channels. Still, how they are posting content and answering their clients through social, always remember that we are talking about business-to-business; thus, social media channels can be used to attract clients as well as deal with stakeholders in general. In this case, we are analyzing their channels to gather information to develop a strategy based on their profile, being the Marcheluzzo`s target audience. Therefore, it is viable to focus on a strategy based on social media, as we could see all the main clients are using SM (social media) channels, as well as using websites, email, blog, and WhatsApp.

In conclusion, based in the analysis is perceptible that Facebook is the most popular channel amongst Marcheluzzo`s competitors and clients. However, Instagram, YouTube, and LinkedIn have been used by them as well. In addition, all companies use E-mail and Website. The next step is to develop a strategy based on all the information listed above.

The Digital Strategy

The following strategy is aimed to increase Marcheluzzo`s visibility within the Brazilian market. Essentially, almost all the digital strategies have a common objective, such as obtain conversions, whether for a sale, a newsletter subscription, or even a contact request. The plan presented is divided into three major sessions, (I) Website, (II) Social Networks and (III) Newsletters, defined as key tools, which aim to leverage the visibility of Marcheluzzo towards its target audience in the Brazilian market.

The strategy was elaborated thinking in the catalyst of this project, Marcheluzzo Company, and its features, such as it is a small enterprise with limited skilled workers. Thus, it is required in the strategy that Marcheluzzo contracts a third company specialized in digital marketing to implement and manage the proposed activities in this strategy. The suggested third company was found along through research; in fact, it is specialized in digital marketing management services for the ceramic industry companies in Brazil. Moreover, this company is managing the digital marketing strategies for some of the Marcheluzzo clients. For example, Cerâmica Brasileira and Cerâmica Forte, it is possible to confirm that information through their Instagram. The third company`s logo has been mentioned in all the content in its client`s Instagram content. However, it is a suggestion for Marcheluzzo, but the third company`s budget was included in the proposed budget in this project, as it is required a real reference of prices and values; also, it acts as a prediction of expenses related to the strategy below.

Thus, according to the Marcheluzzo`s current situation, the following plan starts with the launch of a new website for Marcheluzzo, as it is actual website is out of service and outdated, combining with the SEO techniques, online advertising campaigns, and Google AdWords. In addition, the creation of social media channels, Facebook, Instagram, LinkedIn, and YouTube pages. Finally, the use of newsletters to spread content about the company and its market. A digital strategy identifies the company needs` and suggests recommendations in order to supply those needs. Therefore, it was defined as the current company`s situation, the objectives, the strategy, the tactics, the action plan, and management. Please see below the full digital strategy plan elaborated to support the Marcheluzzo digital strategy within the Brazilian market.

Table 1. The Digital Strategy

MARCHELUZZO DIGITAL STRATEGY Brazilian Market
Clients: Ceramics and Heavy Clay Companies (Business-to-Business)
Market: Brazilian Market
Competitors: See competitors` analysis ● COSMEC Company (direct competitor) ● Other organizations listed in the competitors' analysis
SMART Objectives: ● Increase Marcheluzzo`s visibility within the Brazilian market
STRATEGY
● **Segmentation**: Personalized ● **Positioning:** Defensive and Engaging (Existent Business) ● **Marketing Mix:** Price: Competitive Average Price; Product: High quality and cutting-edge Made in Italy; ● P**romotion:** Website, Social Media and Newsletter; Distribution: through specialized export companies. ● **Brand Strategy:** National ● **Content Strategy:** Relevant content according to the research ● **Social Media Strategy Aim:** Increase Visibility
TACTICS - TOOLS
● WEBSITE ● SEO ● PPC (GOOGLE AD WORDS) ● SOCIAL MEDIA (MULTICHANNEL - FACEBOOK, INSTAGRAM, YOUTUBE AND LINKEDIN) ● NEWSLETTER
EXECUTION AND CONTROL
● The start date to execute the strategy should be around November - 2020 to be available on air around January-2021. ● Responsible to control and manage the project: Marcheluzzo`s Marketing and Commercial Manager, as well as, a third company specialized in digital marketing management.

Source: Elaborated by the author (2020)

The start point of the strategy aims to develop of a new website that should be organically ranked in a good position in google search, focusing on the Brazilian market. Although the company already has a website, it has always been out of service or in maintenance, although it is not necessary to shut down a website while under maintenance. In addition, the company can keep the same web domain.

The *website* in a good ranking position will provide Marcheluzzo a possibility to leverage its visibility in the specific market, increase brand awareness, and in a long-term period, increase its sales. As well as becoming a source for its actual and new customers in order to contact the company, access its information, and its social media channels. The website development will be conducted through a third company, the same one in which will manage the website, execute the SEO and Google AdWords, as well as create and manage the social media channels and newsletter. This digital marketing agency will be in charge of developing the web-design, provide technical support, and produce new content. To achieve this activity, Marcheluzzo needs to deliver a briefing exposing how it wants to structure the website, the content, and other relevant information, in order to guide the website creation, also to make the content related to google search.

The proposed third company is so-called Síntese Marketing - http://www.sintesecomunicacao.com.br/. After delivering the briefing to the external company (Digital Marketing Agency), both companies will be able to meet, discuss, and negotiate what could be the best solution to Marcheluzzo. Taking into consideration that Marcheluzzo`s Manager will accept the advice from the contracted agency. As well as, the agency will be using the strategies and tools mentioned in this project. The use of those tools and procedures are required in order to give a relevant outcome, such as setting up the Marcheluzzo`s website in a better position in google search, in other words, leveraging its ranking led by organic search.

It will be the responsibility of the Marcheluzzo`s marketing and commercial manager, to manage and evaluate the performance of the institutional website. It means that the third company, contracted to manage all the digital marketing investments for Marcheluzzo, will deliver every Friday or when it will be necessary, the results gathered from Google Analytics, which is a free tool that provides statistical data from the website data flows. Therefore, the digital marketing agency will make all the required changes, such as what will be necessary to improve the outcomes, maintain or eliminate content, change the web design, include or eliminate add-ins, in sum any modification related to the website and the strategy behind. However, before making any decision, Marcheluzzo`s manager must be informed and take the final decision. Thus, the marketing agency is responsible for administrating, creating, modifying, and evaluate, but under Marcheluzzo`s manager supervision.

In order to supply the manager with consistent and reliable data and evaluation, the digital marketing agency is required to use the following Key Performance Indicators (KPI`s) for the website: Bounce Rate; Unique Website Visitors; Pages Viewed Per Session; Average Time on Page; Top Landing Pages; Top Exit Pages; Conversion Rate; Information regarding demography data, location, and other relevant data. The website will be developed under a responsive design, and it is a crucial factor considered to successful websites. Thus, the Marcheluzzo`s website will have a sensitive technology, and it means a design that looks good at any size screen, from a large desktop to a tiny one, such as smartphones and tablets. Therefore, the risks of the website to run poorly on a specific screen is eliminated.

In order to have avoided communication barriers with users, the website will have included language translator add-ins, translating the webpage into four different languages, according to the Marcheluzzo`s leading clients. The languages will be Italian, Portuguese, English, and Spanish.

However, the website standard language will be in English; thus the manager can respond all of the queries from the website in only one language English, or if it is necessary he can decide which language will be better to respond as he is fluent in all languages cited above, such as Brazilian Portuguese. The management of queries and responses will be held by Marcheluzzo and not by the digital marketing agency. In addition, as the focus of this strategy is in the Brazilian market, is essential to know that only 5% of the entire Brazilian population speak English; therefore, the strategy for a better communication must be based in Brazilian Portuguese, mainly related to the social media channels, although in the case of the website is already mentioned that the website will have the possibility to be translated into Brazilian Portuguese, as well as, the manager can respond the Brazilian user queries in the same language (British Council, 2019).The website will provide many "call-to-action" buttons such as "click here for more information" that will redirect users to a form, where they will have to insert e-mail, location, and request. As well as, in the budget, a form will work equally to that. Then, the manager can call the possible client or contact them through a digital way, such as e-mail or social media. Another very important feature on the website will be the "Planning and Development" area, thought to supply the needs of clients who are interested in require specific products or entire plants; this aspect is the differential of Marcheluzzo, and it needs different attention to it too. Then, this session will provide a technical explanation of this differential service and a sample of plants developed and deployed by Marcheluzzo, as well as the client`s reviews.

In order to facilitate the navigation of users in the upper left corner of the current page, it will appear the "breadcrumb," meaning the path that users took to reach a certain page. This tool enhances the usage of the website as it allows the user to know where they are when browsing within the Marcheluzzo`s website, thus reducing the possibility of abandoning the page. The breadcrumb will be very relevant to this strategy, as further will be applied the google AdWords campaigns where all ads will redirect users to other pages different than the home page, thus immediately identifying their locations on the website.

Search Engine Optimization is the next step of the strategy and will be a crucial tool in this strategy because it will be possible to leverage the Marcheluzzo`s website in the ranking position in Google Search in an organic model. Essentially, SEO, demonstrates a set of strategies used to improve the positioning of a website, therefore increasing conversions. Search Engines use different and dynamic types of algorithms that, combined with the feed of new content on the web, will make the optimizing of a page a continuous and progressive task.

Furthermore, Google provides free tools that are very useful and relevant to content optimization, such as the keywords tool that indicates which keywords are most relevant and most searched for a given topic, the number of searches from a specific keyword in a particular time of period, and other useful information. The SEO will work in the same way as the website; it will be planned, developed, deployed, and managed by a digital marketing agency, which is specialized in all the instruments cited in this strategy. However, the external company must report to the Marcheluzzo`s manager all the results related to the SEO evaluation and outcomes. Generally, digital marketing agencies tend to elaborate on a report, including all the strategies used, the outcomes, possible modifications, and implementations. Therefore, Marcheluzzo`s manager will be responsible only to monitor the expected results from SEO.

The third point, *Google AdWords* Campaigns will be one of the base pillars for this digital strategy because, through the AdWords, the user will know better about Marcheluzzo and its products. In order to support the planning and development of all campaigns will be used some Google tools to optimize the results. The entire campaign will be planed through the Google AdWords Editor tool. Thus, it will be possible to plan and develop all the campaigns, further uploading to google AdWords only those that best fit in the campaign. The Google AdWords Campaigns, the Social Media Content, and Newsletters will be delivered in two languages, Brazilian Portuguese and English, thus reaching the main target in this project, as well as being useful to other potential markets.

In order to optimize each campaign will be used the google tools, such as the AdWords. Based on the new website content, it will be launching four campaigns: (I) Made in Italy Cutting-Edge Products, (II) Planning and Development of Products Under Customer Needs`, (III) Personalized Products, and (IV) Automations. Those four groups are divided into objectives. However, all of them are related to the same market, Brazilian heavy clay and ceramic industry, as well as the same target audience. The words can be together or separated, keywords or key-phrases. The first campaign aims to boost what is considered the claim of the brand, focusing on innovative, quality, and durability of made in Italy mechanical industry products` and its rigorous manufacturing process. It is expected from this campaign to reach the final consumers, therefore enhancing its visibility.

On the other hand, the second campaign intends to establish a new era for Marcheluzzo in Brazil. The company is very well recognized for its entire plants deployed under consumer's request (such as the Ceramica Brasileira), this proper recognition comes from the word-of-mouth within the market segment. Thus, the aim of this campaign is to promote this recognition reaching a wide range of people in a determined region in Brazil. Therefore, it will be requested for the user to fill a form on the landing page.

As well as, the company produces personalized pieces made to supply the needs of each consumer, then it can be a small piece for a dryer tunnel, or it can be an innovative robot arm. Therefore, the personalized product's campaign will focus on consumer needs, wishes, and ideas. Sometimes, they propose ideas that are unique and do not exist in the market. Moreover, those clients tend to create and keep a strong relationship with the company, as the products have been made by Marcheluzzo, and sometimes the maintenance or the uniqueness of products which will fit the other products will require the Marcheluzzo`s know-how (In the mechanical environment one piece must match precisely to another part in a project). Therefore, this campaign aims to promote this personalization service and attract new customers through the click.

The last campaign will focus on automation products, and it means to focus on innovation, digitalization, and cutting-edge products. The objective of this campaign is to impact the business-to-business sector reaching people who are searching for automation to supply the heavy clay and ceramic industry. Moreover, this campaign will have a broad view of the industry correlating it to modernization, for example, how to reduce costs through automation and robots. As well as, it will be highly used the "retargeting" approach in order to keep in touch with the user and possibly convert them to leads. For example, if the user requires a piece of information through the website or newsletter, or even by phone, his/her activities will be deeply analyzed and redirected to the sales department, they will be responsible for appointing a meeting or a demonstration of products.

The Google AdWords campaign will be divided into four campaigns, and each campaign will represent a category, each category will have a set of specific AdWords related to that particular campaign. To achieve this will be used as the Keywords tool editor. Thus, it will be possible to predict the success of a determined advertisement, its costs, and its number of impressions.

The use of keywords does not define the success of a campaign; the text applied to it has great importance as well. Your ads can have the most relevant keywords, but if you do not use relevant content, well designed, explicitly, and appealing, users will not click on it. Thus, the digital marketing agency working together with the Marcheluzzo`s manager must work in coherence and efficiency because it will be essential to monitor and

evaluate each campaign.

Also, it will be applied the A/B tests to compare and contrast each campaign, assess the results, and whether the campaigns did not generate clicks and conversions, will be possible to act and change the keywords, choosing the best option. It is also important to highlight, and perhaps, the campaign does not generate clicks, Google will not display the ads.

The digital marketing agency, as mentioned before, will be responsible for planning, developing, creating and evaluate the campaigns; however, they can contact the Marrcheluzzo`s team, including the Marketing and Commercial Manager, as well as, the entire sales department, to have a deeper understanding of the content that they are creating. For example, the sales team can suggest specific topics for campaigns; moreover, they can even organize meetings and discuss together each campaign and what is most relevant for each advertisement, and what they are expecting as a result from each campaign.

Dynamic keywords will be used, it means, they will appear in the main body of the display ads, to obtain conversions. When using this command, it is required to pay attention and make the content coherent and assertive. This tool is likely effective in getting clicks, even though the keywords` choice must not trigger miss-clicks or erratic clicks, which means it will not attract users who are not searching for what your ads are promoting on the landing page. However, those miss-clicks can be monitored throughout the bounce rate by the digital marketing agency.

A/B testing will be applied in the implementation of each campaign, which consists of the publication of two similar display ads, with automatic and gradual eliminations of the one with the worst performance. In order to leverage the effectiveness of each advertisement, it will be necessary to test all the content, including various texts, divided into two groups. In addition, will be used call-to-action buttons, in order to call the attention of users to make them act on a specific goal, such as "click here for more information," "click here and ask for a budget," or "click here and ask for a personalized product." After that, they will be redirected to a specific landing page.

Another important detail to be covered is the use and selection of "negative keywords," this tool will help to reduce and eliminate erratic and miss-clicks. Those keywords could easily be associated with the business, but which, in reality, are inserted by users looking for other types of services and that, when added in search engines, do not activate current campaigns. For example, automotive products, made in Italy automotive products, manual machinery for the ceramic industry, and manual pieces.

The list of negative words will be progressively completed based on the performance of the keywords used in each campaign. For example, when a keyword has a lot of clicks, and the bounce rate is high, it means users who clicked on it, and after that did not go to another step (action), they should be considered its inclusion in this list, as it is very likely to move user towards a mistake.

Finally, the considered budget for all the Google AdWords campaigns will be a maximum of € 150,00 monthly for each campaign, that budget can be adjusted according to the ads` performance. This budget is stipulated by the company; also, this investment will be applied only in the Brazilian market. Also, it is important to say that there is a budget specifically for the management of the entire digital marketing strategy. It was proposed by the digital marketing agency; thus, it can be seen at the end of this chapter.

The last component of the strategy will be focused in the *social media channels*. As seen in the strategic plan at the beginning of this chapter, it will be necessary to plan, develop, and create social media channels for Marcheluzzo. The company does not provide any social media channels. Therefore, it will be applied to a multichannel strategy based on the four most relevant channels for Marcheluzzo; it includes Facebook, Instagram, LinkedIn, and YouTube. Those channels were chosen according to the Marcheluzzo`s situational analysis, as well as, through secondary data that shows the most relevant channels for the business-to-business field.

The *multi-channel social media strategy* must be encompassing with the entire marketing strategy, as well as linked to the main objective in this strategy and in this research. Each channel has its own advantages; thus, those channels will help to achieve the main goals of this project. Even though it will be applied to a multi-channel social media strategy, it will be necessary to focus on two main ones, being Facebook and YouTube, because they are the most relevant for this strategy. Therefore, it will be developed campaigns on Facebook but spread simultaneously to Instagram and LinkedIn, the same will happen with YouTube, will be developed specific campaigns to YouTube, but launched simultaneously on Facebook, Instagram, and LinkedIn. In other words, the strategy will be planned focused on the Facebook and YouTube channels and their features, after that launched automatically and simultaneously to the other remaining channels, LinkedIn, and Instagram.

Another important factor is the management of all the social media channels will be done by the digital marketing agency; it will be paid monthly to deliver this personalized service. Many companies have been using this type of strategy because it is more convenient and less costly. Thus, it will not be necessary from Marcheluzzo to contract an employee to manage the social media or any other digital marketing tool. Although, the commercial and marketing manager is required to understand the strategies, the campaigns and evaluate all the results from that, as well as, be able to give suggestions and recommendation to each campaign in order to link it to the Marcheluzzo`s target, segment, and company`s interests and goals.

The choice for Facebook was based on the data gathered from the competitors and the client's analysis at the beginning of this chapter. It is possible to perceive that Facebook is the most popular social media channel, also the most efficient related to publicity and analytic tools. All the Marcheluzzo`s competitors and clients analyzed in this project have been on Facebook; the relevance is more significant compared to the other channels.

To begin with the strategy for Facebook, it is important to know that it will be descriptive, suggestive, and applicable according to the schedule at the end of this chapter. Thus, the main features on the Facebook page will be related to the promotion of the brand image and Marcheluzzo`s products. There will be on the main Facebook page, the usual tabs, they will represent the full range of products, direct link to the YouTube videos, as well as mentions of Instagram and LinkedIn profiles, in addition, the direct link to the website page.

The tab related to the range of products will be used to create the phenomenon Research Online and Purchase Offline. The users can access the information about all products, and whether they are interested, they can contact the company. In addition, the content plan will be flexible; moreover, the content implementation will be deployed twice per week, based on thematic content. The main objective of using Facebook is to leverage the company`s visibility and create engagement in the specific target market.

The value proposition will be based on the company`s differential, such as its expertise in planning and developing products according to client needs`. Also, the Made in Italy claim will have great importance, as it can call the attention of the target audience. Another aspect is that costumers and users will have the possibility to contact the company through the Facebook messenger; it is a very efficient tool to deal with customer service.

The Facebook posts should be delivered twice per week, around lunchtime, on Thursdays and Fridays, because according to some researches those periods are the most used by people. However, it is flexible and can be changed, will be possible to apply trials and evaluate the best time and day for those publications. In addition, those posts will be redirected to the specific target audience, applying the Geofencing tool. Therefore, the company will have the possibility to try the social media for its first time, thus is recommended that after to launch the page and consequently the campaigns, will be required to evaluate and analyses all the outcomes then it will be possible to modify the strategy and strength the digital positioning.

Another crucial channel to support Marcheluzzo`s digital strategy will be the YouTube channel; this tool was chosen based on its long-term results for the company, as well as some advantages, such as to keep videos on air for an extended period of time. Those videos could be shared through Facebook, Instagram, and LinkedIn, thus linking all the channels. Based on this channel will possible to establish relevant objectives, value proposition, content, and evaluation metrics, in order to impact and support the full digital strategy in this project.

The creation of a YouTube channel will provide frequently published videos focused on Marcheluzzo`s brand, sharing in the other relevant channels in order to motivate followers to visit the channel periodically, according to the publication schedule.The videos will be produced in two categories, and the first one will be created focusing on the manufacturing process, describing the steps and showing the staff involved, as well as, focus on the quality, innovation, durability, warranty, and sophisticated way to produce Made in Italy products. On the other hand, the second category will be based on branding and customer relationship, evidencing the brand, showing successful cases of entire plant deployment and customer reviews. The video will monthly be published, one for each category, and replicable in the other social media channels and on the website.

The Marcheluzzo`s channel can also be a catalyst to publish videos from its clients, such as, whether the Ceramica Brasileira has a video, showing the entire plan produced and deployed by Marcheluzzo and also showing the Marcheluzzo`s logo in the machinery, it will be possible to publish it in the YouTube channel, creating a type of brand partnership video. In addition, other videos mentioning Marcheluzzo, and evidencing its brand in some trade shows or newspaper could be published as well. In order to manage the channel, this task will be held by the external digital marketing agency; however, it will not record videos, as the company is in Brazil, and the production line is in Italy. Thus, it is proposed to the company to contract a freelancer video maker once per month, and after the recording video, it will be sent to the digital marketing agency where the video will be edited and published according to the current strategy.

It is expected to increase the visibility of the brand within the digital world, as well as create engagement with the end consumers and increase word of mouth in the specific market. Finally, as mentioned at the beginning of this chapter, LinkedIn and Instagram will be allies in this strategy but not the leading figures; they will be interconnected to the Facebook and YouTube channels. This decision was taken according to the company`s budget, its size, its objectives, and priorities at this moment. However, the channels will still provide outcomes and reach people. Therefore, will be possible to replicate the Facebook and YouTube posts in Instagram and LinkedIn only making some adjustments according to the size of each feed and stories, but it will work organically, and the company will not invest in those two channels for now, even though it is a future possibility. Finally, following the website`s launch, Marcheluzzo will send twice per month *newsletters* elaborated based on interesting news for clients and subscribers. The topics will be about the company`s market segment, such as the new trends for the ceramic industry, the best automation purchased in a specific year, the recommendation for the heavy clay industry, etc. In addition, always including and evidencing the Marcheluzzo`s brand and products, such as automation and robots. The main goal of the newsletters will be to generate conversions, whether to get a new customer in the business-to-business field. The newsletter will focus on specific geographic locations within Brazil, created in Portuguese and English, which could be on different landing pages, all those features related to the subscribers.

The use of retargeting will be applied, which basically means impacting users with a topic that they have shown interest in before. In this way, website users` who contact the company regarding any type of query about a product will receive a newsletter according to a specific theme. In addition, as in the development of the website and though the entire digital strategy, an external digital marketing agency will also manage this tool, planning, developing, launching, and evaluating the results of it. The third company must provide a series of templates and send it to Marcheluzzo`s manager, who will choose and take the final decision before publishing it. Another point that must be highlighted is the possibility of using the newsletter content to be replicated in the LinkedIn channel, which will be possible but will require some small adjustments. In addition, the newsletter content is well related to the LinkedIn profile, a business social network approach. In order to facilitate the work of the digital marketing agency and the Marcheluzzo`s manager was elaborated a list of actions below – *Action Plan*. It is a summary including the channels, frequency to publish the content, when it should be published, and other extra observations.

Table 2 - Action Plan

DIGITAL STRATEGY - ACTION PLAN			
CHANNEL	**FREQUENCY**	**WHEN**	**OBSERVATIONS**
Site	Weekly	Monday Update the news feed	Update list of products
Neswletter	Every 15 days	First and Third weeks	Retargeting
AdWords	Daily	Morning Period	Increase investments during the trade shows period
Facebook	Twice per weel	Mondays and Thursdays	Replicate Content Instagram and LinkedIn
YoutTube	Every 15 days	First and Last Fridays	Replicate Content Instagram and

			LinkedIn
LinkedIn and Instagram	According to the other channels	According to the other channels	According to the other channels

Source: Elaborated by the author (2020)

The *schedule objective* in this project is to deliver and implement all the activities in Macheluzzo between October, 2020 to February, 2021, where, during the last quarter of this year will be a process of planning and development, and from December, 2020 to February, 2021 the implementation, testing, mistake corrections and first analysis. This period was required by the company, as well as is a realistic schedule.

The first step will be contracting the digital marketing agency and organize meetings with Marcheluzzo`s team. The third company will collect the information necessary for the course of the activities. In January 2021, Marcheluzzo's new digital marketing campaign will be launched: launch of the website, dissemination of the first newsletter, implementation of AdWords campaigns, and dissemination of content on the social networks Facebook, YouTube, Instagram and LinkedIn, according to the previously established plan.

The *budget* was based on values discussed with the company. The digital marketing plan is part of an existing business, is not characterized by high investment. Therefore, knowing that Marcheluzzo has the financial liquidity to support the project, it can be said that it is safe to proceed with its implementation. For the start point of the project, planning, and development, it starts in € 1,050.00 monthly, and then after three months during the implementation process, it will increase to € 1,850.00 monthly. Those amounts would be necessary, corresponding to the costs of developing and managing the website, the templates for the newsletter, Google AdWords, Social Media, as well as the freelancer contract for recording videos for YouTube. Other costs are also covered, such as the monthly charges referent to the digital marketing agency, monthly costs with the campaigns, and extra costs (margin of safety).

In general, the ideas presented in this plan will not represent a risk to the existing business, thus asserting itself as a viable and low-risk investments. Also, it is important to highlight that the monetary value presented in Euros was converted from Reais. As the target market in this project is in Brazil, the digital marketing management and all the activities will be run in Brazil. It can be a positive point to the Marcheluzzo, in order to save money and reduce costs, because the Euro currency is very higher compared to Brazilian Reais, about 1€ = 5.40 R$ = the same quality of service delivered for a lower cost. Additionally, the budget represents 1.1% of total sales revenues in Brazil. Only note that after the first year the costs will decrease, because in the first year there are included extra costs related to the planning, design, and development. As well as, it is an estimative, thus it can change according to the company`s interest in investing in and the country`s economic stability.

**The Prediction Model for the Number of Adv. Impressions**

The most visible limitation in this research is the complexity of generating an accurate ROI – Return on Investment. Because to predict the number and the value of sales generated from this strategy is a challenge. The hardest variable is to understand the average price of Marcheluzzo`s product, as the company does not have one standard product, all the products and entire plants produced by Marcheluzzo are completely different from each other, varying in size, work hours, complexity on design and development, complexity to produce, instability of raw material`s price and many other costs. Therefore, it is more important to prove that the strategy will achieve its objective, increase the brand`s visibility in Brazil.

In order to prove that this strategy will efficiently work for the company, was developed a predictive model based on a possible number of adv. impressions. Thus, consider this prediction as a potential assumption model, because the strategy has not been deployed yet. Therefore, we do not have any dataset referent to the strategy`s results. Although, it is possible to predict and elaborate a dataset based on some variables, such as budget size stipulated by Marcheluzzo, number of impressions, category, country, and channels.

In other words, this predictive model was used to evaluate the future digital marketing campaigns linked with the strategy above, based on the paid campaigns, using the Google Key-Words and Social Media – Facebook and YouTube, as well as, there are four different categories in those campaigns, already stated above: (I) Made in Italy Cutting-Edge Products, (II) Planning and Development of Products Under Customer Needs`, (III) Personalized Products, and (IV) Automations. Therefore, the predictive model is focusing only on paid campaigns. Moreover, Instagram and LinkedIn will work organically, even though they will be managed by the third digital marketing company.

See below a map of how the channels will interact amongst each other, as well as which one will work organically vs. paid and the tools to evaluate all the data gathered from them.

Fig. 1. Map of Adv. Channels
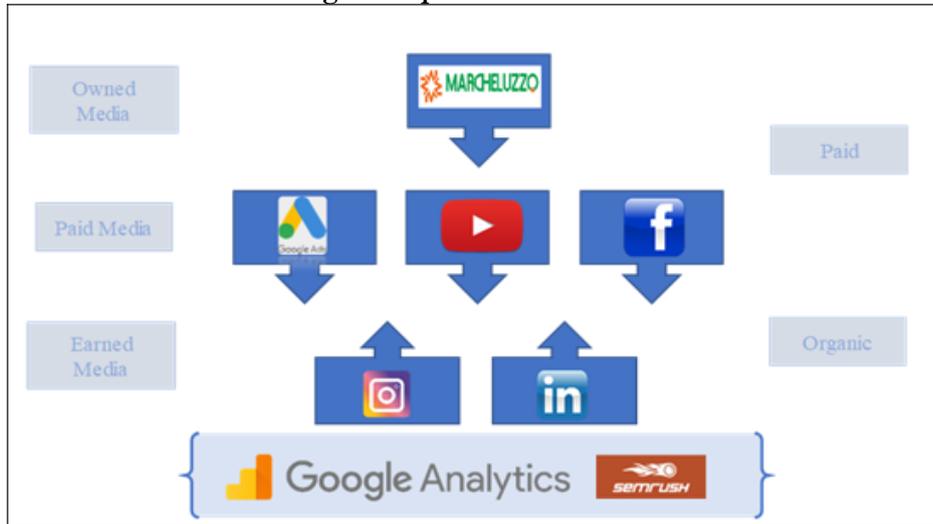
Source: Elaborated by the author (2020)

Data Analysis

The dataset was elaborated according to the size of the company, the budget size, the market, and the strategy above. The variable budget was created according to the company`s willingness to pay per month on the digital marketing strategy, even though it is flexible, one month can be invested more in one channel than to the another, it will be managed by the third digital marketing company according to the first campaigns evaluations. Therefore, the maximum budget size per month stipulated by Marcheluzzo is 800 € to be spent into three channels, Facebook, YouTube, and Google AdWords. Thus, the maximum that can be invested per campaign is 150 € as we must follow the action plan within the strategy above.

The amount of days spent for each campaign is unpredictable, it can vary from one campaign to another, but we have four campaign categories, then the seasonal dates, such as holidays and trade show periods, could influence that variable. However, the margin of error is low, as well as, and we are working under assumptions and predictions. In addition, the number of Macheluzzo`s followers' predictions for each social media channel was stipulated based on an average using the social media networks of Macheluzzo`s competitors and clients.

The prediction of impressions was calculated using the app – "predictor.stagelink.com" and the app "https://www.webfx.com/tools/cpm-calculator/ "- those apps were used to confirm the results of one to another. The reliability of those tools is very well recognized within the digital marketing world. See the prediction results below – Based on a maximum budget of 150€ per Campaign, each campaign will have a variance on investment, according to each channel, category, date, and campaign. Additionally, they were estimated through two metrics, CPC and CPM.

Fig. 2. Estimated Number of Impressions

Estimated results:	
Impressions	**Clicks**
0 - 20,000	0 - 100

Source: Predictor.stagelink.com (2020)

Fig. 3. Average CPM Adv Cost per Platform

AVERAGE CPM ADVERTISING COST PER PLATFORM	
Facebook	$7.19 per 1000 impressions
Instagram	$7.91 per 1000 impressions
YouTube	$9.68 per 1000 impressions
LinkedIn	$6.59 per 1000 impressions
Twitter	$6.46 per 1000 impressions
Pinterest	$30 per 1000 impressions

Source: Webfx.com. (2020)

Below is possible to check the dataset, elaborated according to the explanations above, as we are using the action plan schedule included in the strategy, also this dataset was elaborated based on information collected from other small enterprises in Brazil. Throughout those variables where the dependent variable is the "impressions," and the rest are the independent variables, it will be possible to create the prediction using the correlation and regression. In the dataset, there are about 140 rows, where each row represents a campaign, those campaigns were projected to illustrate a year-round schedule of 48 weeks per. The number of rows/campaigns give to the prediction a realistic result, minimizing errors, and generating accuracy. Therefore, the goal is to predict the number of impressions per campaign, as well as analyze the correlation between variables, mainly the correlation between budget and impressions. Those results will confirm whether the strategy will be positive to the company, also correspond to the strategy`s objective.

Fig. 4. Dataset Example

impressions	budget	days	country	category	facebook	youTube	google_adwords
2700	20	5	Brazil	I	1	1	1
2500	20	8	Brazil	II	1	0	1
2700	20	7	Brazil	III	1	0	1
5200	40	25	Brazil	IV	1	0	1
6000	50	30	Brazil	I	1	1	1
6000	50	30	Brazil	II	1	1	1
7500	70	35	Brazil	I	1	1	1
7500	70	35	Brazil	IV	1	0	1
18000	150	64	Brazil	I	1	0	1
18000	150	55	Brazil	II	1	1	1
18000	150	65	Brazil	II	1	1	1
18000	150	91	Brazil	III	1	1	1
20000	150	87	Brazil	III	1	0	1
14000	110	80	Brazil	IV	1	0	1
14000	110	75	Brazil	III	1	1	1
18000	150	72	Brazil	II	1	1	1
14000	150	38	Brazil	II	1	1	1
18000	100	44	Brazil	III	1	1	1
18000	100	40	Brazil	I	1	0	1

Source: Elaborated by the author (2020)

The software used to analyze the data was Python 3.7 Version and its machine learning tools. At first glance, it is possible to see in the board below, the results of train and test scores, where the random forest regressor represents higher accuracy amongst the other methods, even though, all the methods represent a positive result. Therefore, there is a very good validation through the methods, as train scores are highly encompassing the test scores.

Fig. 5. Training and Test Scores

```
                      reg  train_score  test_score  train_time
1   Random Forest Regressor     0.969820    0.910339    0.119669
3        KNeighborsRegressor     0.782612    0.826099    0.001991
0          Linear Regression     0.745474    0.800313    0.003548
2      DecisionTreeRegressor     1.000000    0.792866    0.003420
```
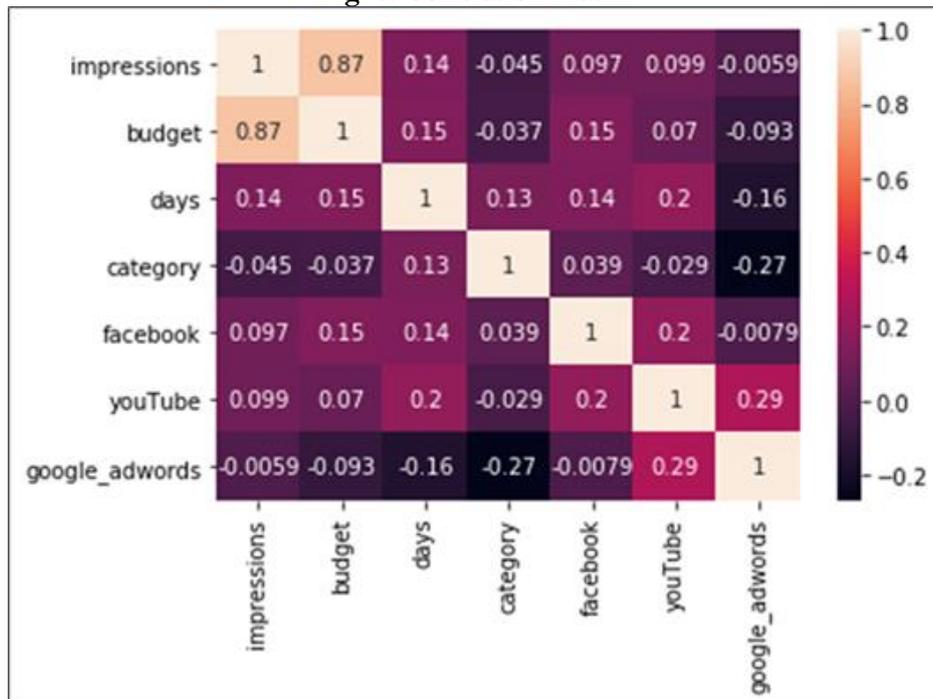
Elaborated by the author (2020)

Additionally, was created a correlation matrix using the Seborn Heatmap, you can see below from the results that the number of impressions is strongly correlated with the budget amount, as well as the duration of the campaigns. Even though it shows a negative correlation for the Google AdWords, it merely represents the intention and the attitude of this channel towards the audience.

Finally, was trained many types of regressions (models) in order to predict the outcome, in other words, to understand the viability of the number of impressions in a future campaign. It was possible thanks to the Scikit-learn library, a tool from Python. Thus, were elaborated, linear regression, decision trees, random forest, and Kneighbors regressor. The regressor method computes the independent variable coefficients and the intercept by reducing the sum of the squared miscalculations.

Fig. 6. Correlation Matrix

Elaborated by the author (2020)

Fig. 7. Regression Analysis
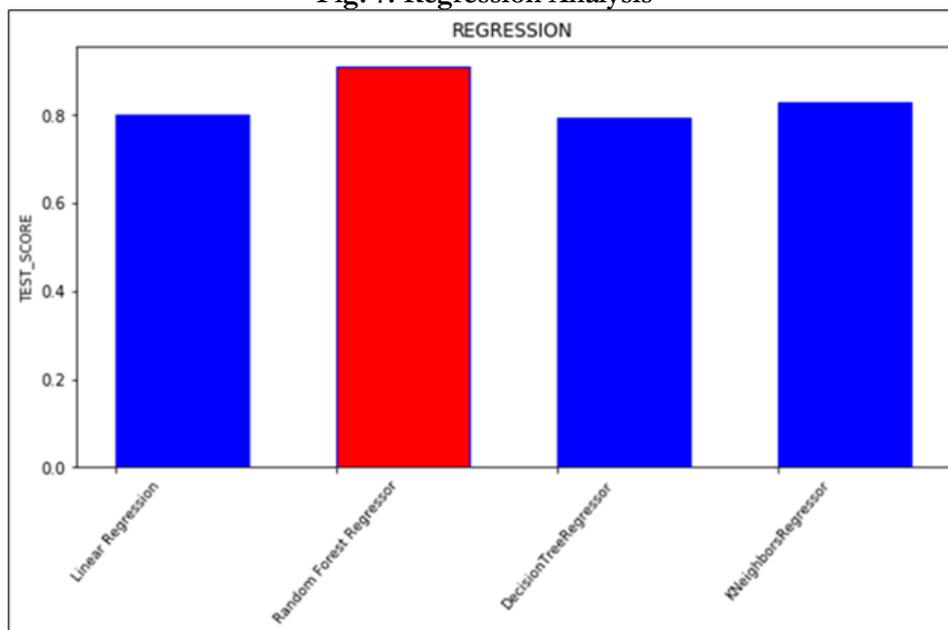
Elaborated by the Author (2020)

Conclusion

In conclusion, the random forest regressor has the highest accuracy. However, all the models have great accuracy. Thus, those models give the possibility to predict the number of impressions for future Marcheluzzo`s digital marketing campaign. Somehow, it will be possible to create campaigns under the same features, corresponding to the same results, or a number of impressions. Additionally, it can be a support for future campaigns. The prediction model can evaluate a campaign before it starts, just like we did here. Another point is the possibility to predict the budget size; in our case, the calculations were based under different values according to the campaigns` feature.

Finally, from the entire results, we can firmly say that the strategy is viable to Marcheluzzo. However, it must be followed under a good administration, establishing and planning the methods, respecting the action plan, and all the parameters within the strategy. Additionally, in terms of achieving the objective in the strategy, it will increase Marcheluzzo`s visibility in Brazil, therefore achieving the objective in the strategy, as well as, the possibility to increase leads through this strategy is very realistic.

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Charles Alves de Castro is a Ph.D. candidate at the TU Dublin. Recently completed a Master of Science in Marketing from the University of Bari Aldo Moro in Italy (2018/2020). He also completed a Master of Science in Human Resource Management from the University of Limerick in Ireland (2014/2015) and a Bachelor of Science in Business Administration and Managerial Processes from the Centro Universitário Newton Paiva in Brazil (2009/2013). He has been awarded by many scholarships such as, Scholarship by the Ministry of Foreign Affairs and International Cooperation of the Government of the Republic of Italy (2018/2020), Scholarship by the Poggiolevante Collegio Universitario di Merito IPE Institute in Italy (2018/2020) and Scholarship by Kemmy Business School - University of Limerick (2015). In the corporate sphere, he recently completed a marketing internship in the Marcheluzzo Company (2019) in Italy and he worked as Administrative Manager for the retail company Comercial 3 Irmãos and as a trainee for the Emília Cordeiro Business Group in Brazil (2016/2018). In addition, he works effectively in social organizations such as, Founder Member of the Rotary Club of Turmalina district 4,520 (2017), Deputy Treasurer of the Casa de Cultura de Turmalina (2016/2019), Accounting Advisor for the NGO Turmalina Viva (2017) Volunteer for the NGO Hope in Motion in Ireland (2015) and Volunteer for the NGO GAPC in Belo Horizonte (2012). Research areas of interest: a) Marketing, Social Marketing and Digital Marketing; b) People Management, Internationalization of People and Transcultural Human Resources Management.

Contact: charlesturcastro@yahoo.com.br.