IPCA INSTITUTO POLITÉCNICO
DO CÁVADO E DO AVE

INTEGRATED MARKETING COMMUNICATION
CASE STUDY: MOBEYBOU

André Filipe Marques Teixeira

Coordination Team
Prof. PhD Sérgio Dominique

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Project presented
to Polytechnic Institute of Cávado and Ave
To obtain a Master's Degree in Marketing

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SUPPORTS

ABSTRACT

Purpose: This project work aims to develop an Integrated Marketing Communication Plan for the Mobeybou project, making it a reference for the infant pedagogical education sector in Portugal.

Methodology: The theoretical approach fell on the concept, strategies, and tools of IMC in the B2B and B2C market, as well as the best practices in communicating with the younger generations, allowing such research to discover the best strategies to provide answers to the needs of the child pedagogical education area.

Thus, it was imperative to analyse the internal and external context of the organization, as well as to deepen the knowledge about the different segments that make up its target audience. To this end, two semi-structured interviews were conducted with the creator and main researcher of the Mobeybou project PhD Cristina Sylla, and Professor PhD Nuno Martins, responsible for the area of Digital Design. Based on all the information obtained, it was possible to structure the strategy and actions to be implemented.

Results: The results point to the absence of a communication plan, the project was faced with unorganized and unstandardized marketing initiatives, which led to inconsistent communications and inconsistency with the brand identity. In this way, the following communication plan verifies the complementarity and coherence between the different activities of the communication plan. Through the results obtained, it was possible to understand the relevance of social networks for the communication strategies of companies, as well as the importance of the harmony of the communicational elements in an integrated communication plan.

Originality/value: This research aims to understand the best communication practices for interacting with children's audiences.

Keywords: IMC Plan; Digital Marketing; Communication; Children Marketing.

RESUMO

Objetivo: Este trabalho de projeto tem como objetivo desenvolver um Plano de Comunicação Integrada de Marketing para o projeto Mobeybou, tornando-o uma referência para o sector de educação pedagógica infantil em Portugal.

Metodologia: A abordagem teórica recaiu sobre o conceito, estratégias e ferramentas da CIM no mercado B2B e B2C, assim como as melhores práticas na comunicação com as gerações mais novas, permitindo tal investigação descobrir as melhores estratégias para dar respostas às necessidades da área da educação pedagógica infantil.

Desta forma, foi imperativo analisar o contexto interno e externo da organização, bem como aprofundar o conhecimento sobre os diferentes segmentos que compõem o seu público-alvo. Para isso, recorreu-se a duas entrevistas semiestruturadas com a criadora e principal investigadora do projeto Mobeybou e ao Professor Doutor Nuno Martins responsável pela área do Design Digital. Com base em toda a informação obtida foi possível estruturar a estratégica e ações a implementar.

Resultados: Os resultados apontam para além de a inexistência prévia de qualquer plano de comunicação, o projeto deparou-se com iniciativas de marketing não organizadas e normalizadas, o que levava à inconsistência de comunicações e incoerência com a identidade da marca. Desta forma, verifica-se no seguinte plano de comunicação a complementaridade e coerência entre as diferentes atividades do plano de comunicação. Através dos resultados obtidos foi perceber da relevância das redes sociais para as estratégias de comunicação das empresas assim como, a importância da harmonia dos elementos comunicacionais num plano de comunicação integrado.

Originalidade/Valor: Esta investigação tem como objetivo compreender as melhores práticas de comunicação para interagir com o público infantil.

Palavras-chave: Plano de CIM; Marketing Digital; Comunicação; Educação Infantil.

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LIST OF ABBREVIATIONS OR ACRONYMS

App – Application Program

B2B – Business-to-Business

B2C – Business-to-Consumer

ERDF - European Regional Development Fund

EU – European Union

eWOM – Electronic Word of Mouth

FCT - Foundation for Science and Technology I.P.

GDP - Gross Domestic Product

IMC – Integrated Marketing Communication

SEO – Search Engine Optimization

SME - Small and Medium-Sized Enterprises

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1.   INTRODUCTION

The emergence of new technologies and the globalisation of information since the 90's of the 20th century, have offered consumers new ways of communicating, not only among themselves, but also with the market changing their consumption habits and turning them into informed consumers who are more aware of their decisions. Consumers are no longer just passive receivers of messages which, has posed greater challenges to companies in the planning and execution of their communication. Integrated Marketing Communication (IMC) planning has begun to gain space and importance in the management of companies, being fundamental in the development, planning and implementation of new strategies for target audiences.

Despite this, there are few organizations that develop integrated marketing communication plans, as the one proposed in this project, either for lack of specific knowledge of the area, for lack of specialized collaborators or even for lack of financial resources allocated for this purpose. But in the current context where according to (Clow & Baack, 2018), an IMC plan can provide strategic guidance to the organization, can give support in customer management and be a tool capable of attracting new customers increasing the organization's profits.

The internet and emerging social media trends have influenced the marketing messages and media used by consumers and businesses (Clow & Baack, 2018). According to Nacional Statistics Institute (INE, 2022), 88.2% of Portuguese families had an Internet connection. Compared to the 2021 figures these shares grew by 0.9 and 0.5 percentage points, respectively as we can see in figure 1. To be able to effectively manage marketing communications in this new modern communication, organisations must understand consumer behaviour towards the brand and the effects that the use of various communication channels can have on the audience (Keller, 2016).
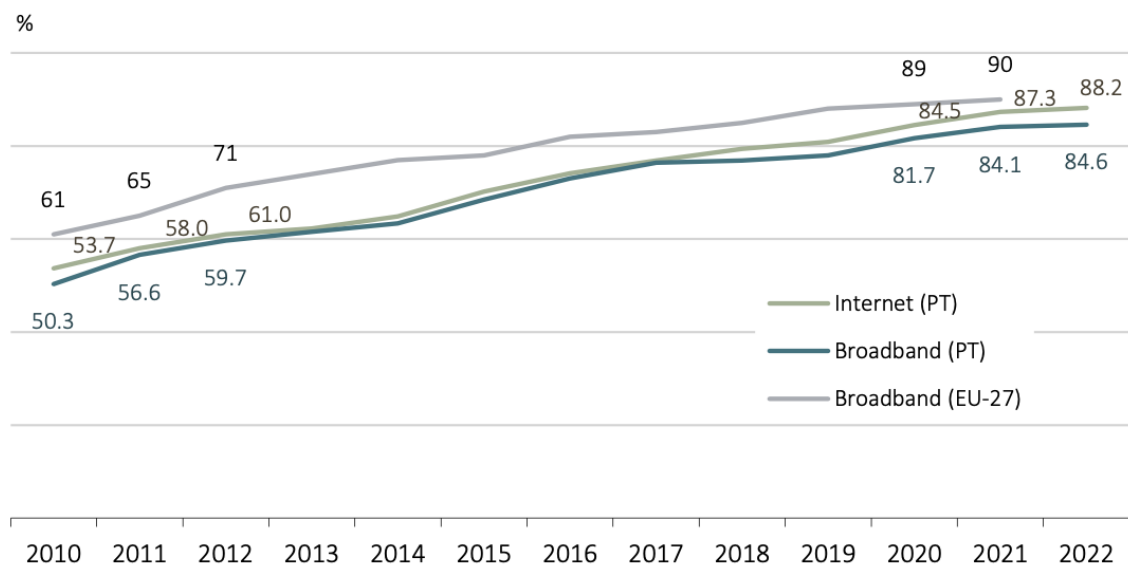
Figure 1- Internet Communication 2010-2021.

1

This information will be essential to choose and design integrated marketing communication programmes that will support the existence of a greater likelihood of achieving brand communication objectives (Keller, 2016). As Clow & Baack (2018) point out, carrying out integrated marketing communication plans are vital for organisations to achieve success, as due to the explosion of digital media, new information technology and social technologies, the need has been created to integrate all media platforms together for the purpose of spreading a consistent message. Brands must be where the audience is, and therefore it is of high importance to have a presence in online communication channels. In this way, the online participation of the brand will make it more accessible, existing greater visibility among the public, enabling the creation of greater involvement and closer relationships between them.

Companies need to communicate because it is through communication, they guarantee sales and naturally, their success in the markets in which they operate. And more importantly, they guarantee lasting relationships with their publics.

Therefore, as the market today is increasingly competitive and in constant change, communication becomes a differentiation factor if well applied, and also a competitive advantage.

Consequently, the elaboration and application of this IMC plan will aim to broaden the scope of the Mobeybou's marketing efforts, seeking to reach an entire audience of children between 3 and 10 years old attending pre-school until first cycle, parents, and teachers. In this way, we believe it will be possible to increase the brand awareness and market presence of the project itself.

The integrated and strategic application of this communication plan also aims to make the company a reference for educational learning platforms consolidating its notoriety.

This IMC Plan was developed based on a critical realism, with a deductive approach and descriptive nature. The methodological approach is qualitative where it was developed semi-structural interviews with Doctor Cristina Sylla, author, and principal investigator of Mobeybou's project and Professor Nuno Martins responsible for Interface Design.

The interviews to be done will be semi-structured as they are not too rigorous with closed questions (structured interviews), have an associated structure, follow a specific line of thought, and contain questions that must be answered.

This short introduction, serves to present the main themes explored in this project work, developed mainly focusing on the integrated marketing communication and digital channels communications.

2.   LITERATURE REVIEW

2.1 INTEGRATED MARKETING COMMUNICATION

Advances in information technology and the consequent expansion of new digital media have brought new possibilities and perspectives to modern marketing and have made the coordination of marketing communications much more complex and challenging (Keller, 2016). According to the American Association of Advertising Agencies (4As), IMC is characterized as "a marketing communication planning concept that recognizes added value in a plan that integrates a variety of strategic disciplines, for example, general advertising, direct response, sales promotion, and public relations, and combines these disciplines to provide clarity, consistency, and maximum communication impact" (Shultz p.13, 1998) as cited in (Zwerin., et al., 2020).

Today, marketers are continually testing all communication channels that help to develop an effective messaging reach to their target audience. The reach of the message has become a fundamental aspect of a good marketing practice in which it helps to fulfil the company's objectives and increase the brand's value (Cvetkov, 2019). Hence the emergence of an IMC strategy that consists of the process of analysing, planning and aligning the communication of the entire company, which allows a convenient, clear and consistent dialogue through all communication channels. In turn, its primary objective is to build long-term relationships between members of the organization and its customers (Del Barrio-García and Kitchen et al., 2017). Not only is consistency between messages sent through different sources necessary, but also consistency with previously issued messages, since all communications must come together to articulate a brand promise (Anabila, 2020).

Therefore, organizations are increasing their advertising budgets to advertise their offers on social networks and gain competitive advantage (Valos, et al., 2017). To date, traditional IMC consisted of a few popular tools, such as advertising, sales promotion, direct marketing and public relations, which are not fully effective in researching and evaluating the advancements of Generation Z (B. Goyal and Yadav, 2018; A. Hinson and Evans, 2020). Consequently, digital marketing and social networks must be integrated into traditional IMC tools to obtain a fully updated tool for the challenges of technological innovations (Kushwaha et al., 2020).

It is thus expected that in the near future, marketing communication will undergo constant changes due to the development of technology, which indicates that new studies and research should be carried out for continuous growth and alignment with marketing objectives in order to reveal, the true effectiveness of an IMC strategy (Patti., et al., 2017).

Integrated Marketing Communication's Strategy

Currently, with the new communication´s environment, marketers should be able to structure IMC plans but first, they must have a clear understanding of the functioning of all the different types of communications as well as, the process and way of decision that consumers make in the market (Keller, 2016).

The realization of an IMC plan sets the basis for the implementation of integrated marketing communications in organizations (Clow & Baack, 2018). According to the authors, the IMC plans coordinate the components of the marketing-mix to achieve harmony in the messages and communications transmitted.

Clow and Baack, (2018) present a suggestion for dividing the situation analysis into two steps as we can see in figure 2. First, it proposes to carry out an analysis of the current external and internal situation based on primary and secondary data. Next, marketers must implement a SWOT analysis, studying the factors present in the internal and external environment of the organization, from the identification of the company's strengths and weaknesses internally, along with the opportunities and threats present in the external environment. Subsequently, the definition of marketing objectives is suggested. According to the authors, the definitions of the primary objectives of marketing communications enable the elaboration of goals such as higher sales, increased market share, a new competitive position or desired customer actions. These objectives must be related to the main target markets that the company intends to reach. Therefore, the fourth step corresponds to the identification of the target audience. Based on the outlined marketing objectives and the chosen target audience, the fifth stage follows, which consists of the development of marketing strategies. Strategy definitions should include marketing mix elements, positioning tactics, differentiation, and brand information. The tactical communication plan is the sixth stage of this model, with the objective of guiding the necessary activities to be carried out to support the implementation of marketing strategies. The final two steps in the marketing plan are putting the plan into action and specifying methods for evaluating performance. In the next step, the budget and schedule of the IMC plan must be defined. The last stage of the model consists of its evaluation and control.

Figure 2-Plan steps IMC. Source: own preparation adapted from Clow and Baack (2018)

According to the authors Clow and Baack (2018), these steps of the strategic marketing plan help to bring together all the company's activities in a consistent effort, providing guidance to the organization's management and marketing experts.

Tools For Integrated Marketing Communication

It is known that technological developments transform markets and communication. Consumers and companies are holders of enormous variations of information that were not even thought possible until a few years ago (Keller, 2016).

According to Clow and Baack (2018), over the years promotional elements have included advertising, sales promotion, and personal selling, but since the emerge of online and alternative means of communication, this marketing themes have been added as a complement to the existing elements, such as Data Base Marketing, advertising, digital marketing, direct marketing, social networks, public relations.

As stated by Key and Czaplewski (2017), advertising is the development of any message, reminder or persuasion directed at a target market or audience, usually carried out in a generalized, non-personal way, and identified by a specific sponsor. For Clow and Baack (2018), television, radio, newspapers, magazines, and billboards have long been some of the traditional advertising media. Nowadays, with the new era of digitalization, the dissemination of advertising is much faster and more effective in terms of dissemination and personalization of messages, which leads to the transmission of a more segmented, interactive, and responsive message (Valos, et al., 2016).

Nowadays, marketers can use their digital assets with bidirectional and interactive communication in digital media. This form of communication is portrayed as digital marketing, and it attributed to the

combination of all digital elements, such as email marketing, websites, blogs, apps, in a one-way single message applied to the digital presence (Clow and Baack, 2018).

Networks are extremely important as they influence users' social perception and behaviour and importance (Ibrahim and Ababneh, 2020). Compared to the communication techniques of traditional marketing channels, social networks are a much more influential channel as they allow the user's opinion about any product to be expressed on their social platforms (Lepkowska, Berg, 2019; Sümer, 2020). Surprisingly more than 90% of companies or marketers are using social media platforms like Instagram, Pinterest, Twitter, LinkedIn, Facebook, YouTube, WhatsApp, Tumblr and other social media to create awareness and attract new customers (Yurdakul and Bozdağ, 2018; Shiva and Singh, 2019). According to Key and Czaplewski (2017), social networks facilitate the location, measurement, and analysis of online strategies, allowing companies to draw significant conclusions and adjust strategies quickly.

For Clow and Baack (2018), traditional advertising has almost always faced several communication challenges and as such, new approaches have emerged that constitute the fundamental basis of alternative marketing, such as buzz marketing, guerrilla marketing, product placement, branded advertising. entertainment, and lifestyle marketing. Organizations identify new opportunities in the customer's purchase path, where it intersects with the presence of a brand or creates a new point of intersection. Therefore, the authors affirm that companies should prepare their marketing messages to draw attention to these touchpoints, providing a complement to mass media and digital advertising. Carrying out a guerrilla marketing campaign can also include elements of buzz and lifestyle marketing, thus showing versatility and synergy between different alternative marketing programs.

Kotler and Keller (2016) defined data base marketing more fully, as the process of building, maintaining, and using databases of customers, suppliers, or resellers, with the purpose of creating contact, relationships and carrying out interactions or transactions. In agreement with the authors (Clow and Baack, 2018) data base marketing consists of collecting and using customer data to improve interactions with the public and thus achieve customer loyalty. According to the authors data warehouses, data encoding, data mining is some of the Data Base Marketing programs which, allows marketers to know more than ever about a target audience, which can make message dissemination more effective (Key and Czaplewski, 2017).

Direct marketing consists of directing products to customers or potential customers, without the use of other channel elements or marketing intermediaries (Kotler and Keller, 2016; Clow and Baack, 2018). While advertising consists of non-personal communications, direct marketing seeks to create individual personal relationships with the target audience with the main objective of acquiring responses (Key and Czaplewski, 2017). In direct marketing, organizations have the possibility to use certain channels to reach potential and current customers, such as direct mail, direct email, catalogue marketing, search engine optimization (SEO), Inbound and Outbound telemarketing, interactive television, websites, and mobile devices. are some of the examples of forms of direct marketing (Clow and Baack, 2018; Kotler and Keller, 2016). In the era of technological development, marketers are increasingly using completely direct communication with their customers and for that, textual paralanguages can be an excellent tool (Hilde, 2019). Textual paralanguages

include the use of visual, audible, and non-verbal elements that usually replace written language with symbols, images (emoji's etc.) (Luangrath, 2017). The existence of databases is what allows direct marketing to be carried out, which is a way for companies to get to know their customers (Key and Czaplewski, 2017; Kotler and Keller, 2016), more specifically the Data Base Marketing mentioned in the previous point. Direct marketing is a growing communication tool responding to the high and gradual burdens of reaching commercial markets through a sales force (Kotler and Keller 2016).

Consequently (Clow and Baack, 2018) affirms that personal selling is an opportunity to build long-term relationships with consumers and between companies, and your goal should not be limited to making sales, but also to developing long-term relationships with customers. Personal selling is the best technique applied to convert the preference and conviction of the audience's behaviour however, it depends a lot on other elements of the communication mix. Personal selling efforts cannot be optimized without the existence of direct marketing, database support and advertising dissemination that creates awareness and knowledge about a certain situation otherwise, personal selling is likely to be lost (Key and Czaplewski 2017). According to Clow and Baack (2018) the standard steps of a personal selling process consist of lead generation, lead qualification, knowledge acquisition, sales presentation, handling objections, closing the sale, and following up on the customer.

The public relations department manages advertising and other communications with all groups in contact with the company, with many of the functions being like those provided by the marketing department (Clow and Baack, 2018). Subsequently to Kotler and Keller (2016), public relations offer several options to promote and protect the image of a company or individual products, including company newsletters, internal messages, public relations communications, correspondence with shareholders, annual reports, various special events and social networks. Public relations work closely with the other elements of the marketing mix in an integrated manner (Key and Czaplewski, 2017).

Integrated Marketing Communication B2B And B2C

From a marketer's point of view, it may seem that marketing communication strategies in business-to-business (B2B) and business-to-consumer (B2C) industries are fundamentally based on price promotions, however, there are several aspects in which both strategies have many points in common and the most important factor for both processes is customer orientation. (Rėklaitis and Pilelienė, 2019).

According to authors Rėklaitis and Pielienė (2019), companies in the B2B sector focus on the logic and characteristics of the product, while in the B2C market the decision of consumers will be more emotional, that is, there will be no effort to analyse other alternatives or competitors. In marketing products and services to the B2B market, there is little or no personal emotion involved in the purchase decision. The message is very different when it comes to the marketing approach in the B2B and B2C business sectors. The B2C marketing message, especially if it is online, requires immediate action such as: using a coupon, subscribing to a newsletter, buying at a discount, among others. The B2B marketing message is informative: it calls a consumer (or customer) to discover something (Rėklaitis and Pilelienė 2019). As Povolná (2017) affirms, the advertising messages issued by B2B organizations should be totally creative and more appealing to maintain a good relationship and attract the attention of business managers.

Choosing the right media channel can be crucial on the way to a successful communication strategy. The author Camilleri (2018) emphasizes that B2C companies with limited budgets choose two or even fewer channels in the dissemination of their message, which increases the risk of wasting time and resources on activities that do not lead to the intended goals and objectives. Therefore, the author highlights that organizations with larger budgets have a greater choice of communication channels, can go for an electronic media channel (TV and radio), print advertising (newspapers and magazines), direct offers such as email, personal selling, public relations, and the internet.

On the other hand, budget constraints in the B2C industry can be overcome by choosing the right marketing tools and fostering the creation of relevant messages to attract consumers, unlike companies in the B2B business sectors that tend to use different communication channels (Povolná, 2017). According to Brown and Mudambi (2019), the appropriate media channels for B2B companies are television, online communication, and print advertising. The author Povolná (2017) states that part of B2B communication has become online and predicts that this trend will continue to increase.

Many business-to-business (B2B) organizations are turning to digital marketing to increase customer acquisition. (Pandey et al., 2020). In addition to interactive strategies to connect with consumers, digital marketing offers precise segmentation of potential customers (Kotler and Armstrong, 2009; Pandey and Gudipudi, 2019). Organizations have realized that digital marketing in the B2B space increases the flow of information and trust between customers (Krishna and Singh, 2018; Pandey, 2015). Today through digital media, B2B customers have access to information about various products and services, which traditionally were not readily available to buyers and as such, this information helps B2B customers to make informed decisions. B2B organizations must maintain an online presence where they convey trust, whether through

websites or blogs in online business communities or through social media platforms (Pandey and Shinde, 2019).

Brands drive business performance by influencing the market's perception of a company's products and services, thus making consumers pay a premium for the perceived value (Pandey et al., 2017; Simões et al., 2015). Very recently, some studies have explored the interaction between customers and stakeholders and its effects on the performance of a company in the B2B sector (Kumar and Pansari, 2016). Organizations make use of social networking sites as Facebook, Twitter, LinkedIn, and blogs, to acquire new customers, maintain long-term relationships with consumers, and increase brand recognition (Michaelidou et al., 2011; Brennan and Croft, 2012; Pandey and Singh, 2012).

Industrial buyers use social media for their purchase as they compare products, research the market, and build relationships with salesperson (Itani et al. 2017).

Due to digitalisation customers are becoming more informed and rely less on traditional selling initiatives (Ancillai et al. 2019). Buyers are relying more on digital resources and their buying process more often involves the use of social media. For example, in the research B2B buyer survey, 82% of buyers stated that social media content has a significant impact on the purchase decision (Ancillai et al. 2019). As a result, these changes in consumer behaviour place high pressure on B2B salespeople and traditional sales companies (Ancillai et al. 2019).

Additionally, 50% of the companies stated that social media has improved their marketing optimization and customer experience, while 25% stated that their revenue went up (Sobal 2017). Even though B2B companies are benefitting from social media used by marketers, it is argued that research on that area is still in the embryonic stage and future research is needed (Salo 2017; Siamagka et al. 2015; Juntunen et al. 2020; Iannacci et al. 2020). There is a limited understanding of how B2B companies need to change to embrace recent technological innovations and how it can lead to business and societal transformation (Chen et al. 2012; Loebbecke and Picot 2015; Pappas et al. 2018).

Furthermore, the author confirms through previous studies, that the content available on social networking sites is crucial for building advertising strategies. According to the authors (Pandey et al., 2020), researchers have found that effective social media strategies require content that is valuable, engaging, relevant, and timely in which, should focus on helping rather than selling.

When it comes to the price, according to the authors Rėklaitis and Pielienė, (2019), compared to the B2C end-consumer market, the sales process in the B2B market takes longer. The price factor is obviously important in a B2B sales strategy, but its importance is limited to the buyer's budget. According to Brown and Mudambi (2019), decision making in B2B markets can sometimes become a very formal process as it can involve several people.

Therefore, the authors Rėklaitis and Pielienė, (2019) state that any organization that focuses on customer service should focus on after-sales activities such as customer loyalty and clarifying doubts about the characteristics of products while, in an organization that operates in the B2B market, it would be wise to

provide consultancy services as well as discussions on technical, technological, legal, budgetary issues even without the certainty that the sale will be consumed.

In general, it can be concluded that the success of the business will be proportional to the degree of trust between the seller and the buyer since customer service is a highly important element in a marketing communication strategy regardless of the market in which the company operates.

2.2 COMMUNICATION WITH ALPHA GENERATION

Children of nowadays have many options when it comes to digital entertainment. YouTube has emerged as an alternative to traditional television content as it offers new possibilities for brands to promote a degree of interaction with children and their parents (Watson, 2022; Hudders et al. 2017). Youngsters who use social media are true audience creators and can easily promote eWOM (*Electronic Word-of-Mouth*) in which they increase the visibility and notoriety of any brand and possibly gradually increase its sales (Bao et al., 2019). By identifying the impact of eWOM on consumer decisions and attitudes, brands started by approaching social media influencers (users with a high degree of influence on social media channels and with a large audience of followers) and encouraging them to create and distribute relevant content related to the brand, a practice called influencer marketing (De Veirman, et al. 2017).

In the last decade, the advertising and marketing landscape aimed at children has changed dramatically. For example, children find advertising messages from vloggers on YouTube, read sponsored articles on websites, play advergames on tablets, see targeted ads on Facebook, etc. (De Jans et al., 2018). Thus, children are no longer only exposed to advertising messages on television and print media (such as commercials or brand positioning), but also met online advertising (such as advergames, social media advertising, or banners) and are approached by advertisers on their mobile devices (Blades et al. 2014).

Accordingly with the authors Schouten et al., (2020), celebrity endorsements are a popular way for marketers to promote their brands, products, and services. Many academic studies have confirmed that celebrity endorsement significantly increases the effectiveness of advertising (Bergkvist and Zhou 2016). However, in addition to using 'traditional' celebrities like actors, supermodels and athletes to add value to their brand, companies are increasingly turning to social media influencers (also called 'microcelebrities') such as vloggers and 'Instafamous' personalities, to endorse their brands (Marwick, 2015). In contrast to traditional celebrities who gained public recognition because of their professional talent, social media influencers (hereinafter referred to as 'influencers'), gained fame by successfully identifying themselves as experts on social media platforms (Khamis, Ang and Welling 2017). By enthusiastically sharing self-generated content on topics such as beauty, fitness, food and fashion, these social media users (mostly women) have gained a large following, turning their online social presence into a core profession such as a 'fashion blogger' or 'fit girl' (Lin, Bruning and Swarna 2018).

Influencers attract millions of followers by sharing curated content from their daily lives on platforms like Instagram and YouTube, evolving around a specific interest domain (Chapple and Cownie 2017). While "traditional" celebrities also found their way onto social media, influencers built their careers online and were unknown to the public before. Not only do influencers have the power to directly influence the purchasing decisions of a large audience, but their followers also deem them to be credible sources of information (De Veirman, et al. 2017; Djafarova and Rushworth 2017).

A growing body of academic research is investigating the merits of influencer marketing and the processes that play a role in influencers' effects on brand responses. For example, Lee and Watkins (2016) showed that vloggers positively affect consumer purchase intentions for (luxury) brands promoted in their vlogs. Similarly,

in an interview study by Chapple and Cownie (2017), consumers claimed to regularly follow lifestyle vloggers' product recommendations, whether buying a product or recommending it to others. In another study, Colliander and Dahlén (2011) found that a blog post about a fashion brand resulted in higher brand attitude and increased purchase intent compared to an online magazine article on the same topic, because readers felt closer to the blogger. According to authors (Djafarova and Rushworth 2017), interviews with Instagram users suggest that influencers are perceived as more trustworthy and relatable than traditional female celebrities, and their product reviews have a significant impact on the purchasing behaviour of young women. In a previous study comparing the effectiveness of celebrity recommendations with product reviews from an unknown "average" customer, female participants were more positive about a promoted experience product when it was promoted by a relatable consumer (Wei and Lu 2013).

Previous studies on influencer marketing, conducted among students and adult participants, have shown that influencers are considered more credible and trustworthy than traditional celebrities and are found more likable when they have a high following, as they are then perceived as more popular (Djafarova and Rushworth 2017; De Veirman, et al. 2017; De Jans et al., 2018).

3.   BRAND CONTEXTUALIZATION

3.1 BRAND PRESENTATION

This section is composed by the brand presentation. This information was gathered to better understand Mobeybou's current environment.

Mobeybou's project provides elements for creating multicultural narratives, while at the same time it empowers children with diverse cultural backgrounds to create and share their own stories. The manipulation of the digital content is done using physical blocks which support and promote collaboration and exchange of ideas.

Mobeybou is a research project that investigates the learning and socializing potential of digital manipulatives among young children. It aims at promoting the development of cognitive, social and language skills, within a multicultural framework – in appendix I.

3.2 COMMUNICATION PLAN ANALYSIS

At first glance, Mobeybou's current communication is based on two social networks, Facebook (https://www.facebook.com/people/Mobeybou/100066453769760/) and Instagram (https://www.instagram.com/mobeybou/). However, through a deeper analysis, it turns out that there're other social networks such as, YouTube (https://www.youtube.com/@mobeybou), very little exploited and a website (http://www.mobeybou.com), which, is quite outdated in their publications.

Analysing the social networks in which Mobeybou is inserted, it is concluded that Facebook is the social network most used to communicate with their audience. However, observing Instagram and YouTube, especially the latter, one concludes that the same does not happen, since publications are very sporadic and without relevant content for the dissemination of Mobeybou's activities.

As for the website, it is concluded that it is quite outdated, especially the tab "Blog", dating the last published article from 24 February 2022. The website homepage presents too much non-pertinent information leading to disinterest of the audience as, presents a complex visual image and patterns that distract the user from communication and still lacks pertinent information about Mobeybou, such as links to redirect to their social media network.

4.   METHODOLOGY

This project goes through several phases, starting with the bibliographic review of relevant topics such as integrated marketing communication and children's marketing and the new media channels. Subsequently, there are internal and external analyses that allow a greater understanding of the environment in which the studied organization is inserted.

The purpose of this investigation is descriptive, as it seeks to analyse and describe an object of study. In the initial phase of this project, it was necessary to understand the current situation of the brand to, consequently, understand what data would be relevant to collect for the research. Semi-structured interviews allow for a deeper understanding of themes relevant to the construction of the plan, such as perception, means used, ways of relating, which could hardly be deepened using quantitative methods (Saunders, 2009). According to Malhotra (2010) qualitative research is that which must be applied in order to provide a vision and understanding of the configuration of a problem. On the other hand, Prodanov and Freitas (2013) indicate that the use of a quantitative methodology allows analysing the interactions between variables, in addition to providing the interpretation of the particularities of individuals' behaviours or attitudes.

4.1 INVESTIGATION STRATEGY

The strategy for building the IMC plan adopted was the Case Study Research. This research strategy consists of analysing people, groups, events, organizations, or other systems that are studied holistically by one or more methods. It is also an empirical investigation that allows a better understanding of the context and the perceptions of individuals in relation to the object of study (Saunders, Lewis and Thornhill, 2009)

4.2 MODEL FOR IMC PLAN

The model to follow for this IMC plan is the one proposed by Clow and Baack, (2018), a model analysed in the literature review. The choice for this model was due to the fact that it is current and complete, allowing to carry out an overview of the entire company, the market and finally define the strategies based on these same data. Being that it will be adapted to the reality found in the company, being able to not be strictly followed.

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│      SITUATIONAL ANALYSIS       │
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│          SWOT ANALYSIS          │
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│       MARKETING OBJECTIVES      │
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│         TARGET AUDIENCE         │
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│       MARKETING STRATEGIES      │
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Figure 3-Plan steps IMC. Source: own preparation adapted from Clow and Baack (2018)

4.3 SAMPLING AND DATA COLLECTION

The sampling applied in the research was non-probabilistic for convenience. This form of sampling is used for smaller samples, not being representative, where the researcher selects and analyses the most suitable cases to answer the research questions, meeting the established objectives (Saunders, Lewis, and Thornhill, 2009).

To collect the primary data necessary for the construction of the plan, it was decided to use a semi-structured interview. The choice of the semi-structured interview was justified by the need to know the organization globally as well as to analyse the aspects that can be improved in terms of communication and marketing. In addition to this first general knowledge, the semi-structured interview allowed us to understand the dynamics of the Marketing and Communication department.

4.4 SEMI-STRUCTURED INTERVIEW PROCEDURES

The interviews itself were semi-structured, meaning the script was open for changes during its course (adding or removing questions switching their order) which allows it to morph to the desired direction. The interview guide for Mobeybou consisted in 14 questions and was conducted to Cristina Sylla, author, and principal investigator of Mobeybou's project and responsible for the strategy of communication and marketing services. It took place on March 17, 2022, at 3:00 pm via Zoom videoconference call and lasted approximately two hours. Its main objective was to have a global view of the brand and to get to know Mobeybou's current media. Selected excerpts are on the appendix III.

Like PhD Cristina, an interview was made with Professor Nuno Martins, responsible for the guidance of Interfaces Design works, which consisted of 6 open questions. The interview took place on September 27th at 5:00 pm via Zoom videoconference call and lasted approximately 45 minutes. Its main objective was to obtain

essential information to carry out the IMC plan and to measure the communicational design's impact on the project.

5. RESULTS

Table 1 -Semi-Structural Interview PhD Cristina

Principal Idea	Surged was the result of a previous project (*TOK*)
Target Audience	Children between the 3 and 10 years old attending pre-school until first cycle; Parents; Teachers
Strengths	Innovative educational project platform aimed ate continuous learning;
Weaknesses	Limitations on the use of funds
Positioning (how the user sees)	Very didactive tool that allows the development of children's cognitive and communicative skills
The importance of a marketing and communication plan	Digital channels can reach a broad audience by a low price
Main objectives for communication	Creation of a website; dissemination of content on social networks; Communication made in international journals and participation in international congresses;
Positioning (how they want to be seen)	Innovative educational platform that allows children to develop their digital and social skills; prevent school dropout; School learning more dynamic and appealing than older textbooks
Objectives to implement in social media	Reach Tik-Tok's audience
Social media (Target Audience)	Children's; Parents; Teachers
Biggest challenge	Reach an international audience

Table 2 - Semi-structural Interview Professor PhD Nuno Martins

Presence in the project	Since 2020
Main purposes	To commercialize Mobeybou and take it to the public. Through design, adapt the platform to young people, so that they can experience a pleasant and stimulating learning.
Main roles	Advisor to students associated with research projects in Interface Design.
Problem	Analyse issues of identity and management of communication
Big challenge	Reach the mass audience
Suggestions to implement	Associations with educational and pedagogical programs to escalate the potential awareness of the project. Association with characters on TV channels to increase the potential growth of the brand YouTube videos with brand presentation, promoting the website, instructional videos Change website's language to Portuguese Adapt website layout to its audience (more commercial and appealing)

6. DISCUSSION OF RESULTS

About the analysis of the results obtained by the two semi-structured interviews with PhD Cristina Sylla and Prof. Nuno Martins, compared with the literature review carried out in this project.

According to the results obtained in the interview with PhD Cristina Sylla in terms to the importance of marketing and communication strategy in brand awareness, we can emphasize its importance in the way in which traffic from digital channels (social networks) and search engines (Google) could be channelled to be more present in the minds of consumers, as stated by (Lepkowska, Berg, 2019; Sümer, 2020), in relation to the influence of social media on brand awareness.

The interviewee also mentions that any organization that is not present on digital channels, more specifically social networks, risks seriously compromising its future as well as the authors (Yurdakul and Bozdağ, 2018; Shiva and Singh, 2019) refer, that more than 90% of companies are using social media platforms to create awareness and attract new customers so, these statements thus declare the importance of social networks in the growth of companies.

When relating the results obtained in the interview with Professor Nuno Martins regarding the change of the language (English) of the website to Portuguese to combat abandonment by users on the website, we can validate the affirmation with the statement of the authors (Clow and Baack, 2018) who declare that all messages and communication should to its target audience, working in harmony with the components of the marketing mix.

Regarding the use of social networks such as YouTube and Tik-Tok, the Professor states that the use of the YouTube channel as well as Tik-Tok, would be an excellent strategy to implement to start communicating with Mobeybou's target audience and thus extracting future information to implement in future strategies. This statement is in line with what the authors (Watson, 2022; Hudders et al., 2017) refer to, in relation to YouTube as a social network that offer new opportunities for brands to promote their products and services with their audiences.

7.   INTERNAL ANALYSIS

7.1 BUSINESS DIAGNOSIS

The Mobeybou's project "*Moving Beyond Boundaries - Designing Narrative Learning in the Digital Era [http://mobeybou.com]*", aims to contribute to the development of knowledge about the potential of Digital Manipulatives (DM) in the learning and socialization of young children, through the collaborative construction of digital narratives and, at the same time, to investigate their potential to promote multiculturalism among users.

The digital manipulative is composed of several sets of blocks, where each set represents a culture. The design of each specific cultural group is based on a careful investigation to identify elements characteristic of the culture, which simultaneously have the potential to trigger children's imagination and creativity.

Each set consists of a landscape, two protagonists (boy and girl), one animal, one antagonist, one musical instrument and a magical object. Elements are divided into categories and behave according to a set of rules that define their actions in relation to other active elements. The relationships between the elements were developed following the traditional narrative model of Western cultures. Antagonists attack protagonists: animals defend the latter. The protagonists and animals can join forces to defend themselves against antagonists, who can also join forces to attack the former. Musical instruments can be used by the protagonists to make all other "living" elements dance and be happy. Magic objects can be used to help protagonists escape or defeat antagonists. A set of environment blocks (rain, snow, wind, rainbow, night) allows you to further customize stories.

All elements from different cultures can be mixed and used together to create narratives, potentially promoting multiculturalism. Visual narratives unfold according to the blocks children place on the board as they verbalize their stories. An audio recording function allows you to record children's stories, and can be used, for example, to assess children's learning curve over time.

It is a project that integrates a vast team of researchers, from different areas of knowledge, all working towards the same objective, which not only involves the development of Digital Manipulators, but also their validation, in tests with children, to assess the extent to which these materials can contribute to the development of narrative skills, to the knowledge of other cultures, as well as to cognitive development in general.

7.2 MISSION

"Project Mobeybou aims at promoting the development of cognitive, social and language skills, within a multicultural framework."

7.3 VISION

"To be a reference in the educational services with the goal of improving the (quality) of knowledge of educational professionals and research methods that meet children's physical and cognitive needs"

7.4 VALUES

"Teamwork – Passion - Creative-thinking - Problem-solving - trustworthy relationships - social cohesion - empowerment, - knowledge – serve - respect for others – responsibility – commitment – Integrity - care for others – empathy – perseverance",

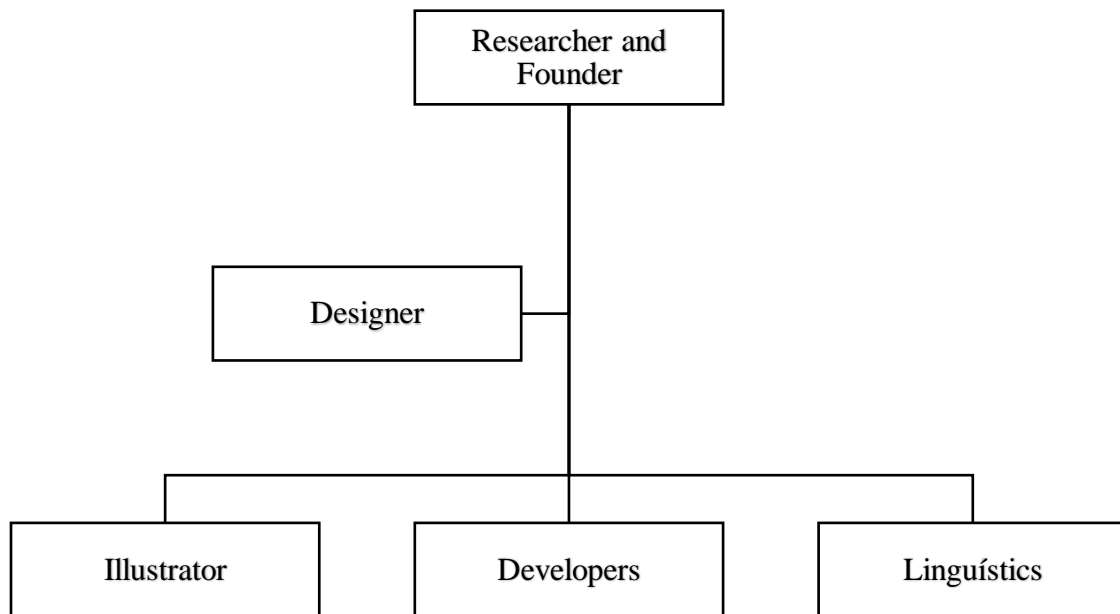## 7.5 ORGANIZATIONAL CHART

Figure 4 - Mobeybou Organizational Structure

7.6 BUSINESS OBJECTIVES

- <u>PROJECT OF REFERENCE IN EDUCATIONAL SECTOR</u>
- <u>IMPROVE EDUCATIONAL PROFESSIONAL AND RESEARCH METHODS</u>
- <u>CREATE A COMMUNICATION PLAN FOR DIGITAL CHANNELS</u>
- <u>REACH A LARGE COMMUNICATIONAL AUDIENCE</u>

8.   CONSUMER PROFILE

Regarding the consumer profile of the Mobeybou's project, are considered as students attending pre-school and primary school, relatives of these same children, teachers of the institutions, educational institutions.

As far as age groups are concerned, it is difficult to measure, as the public is very embracing. Therefore, it is possible to say that majority of the public is between 6 and 55 years.

In summary, this is the profile of the consumer in the Mobeybou's project.

8.1 TARGET AUDIENCE

- CHILDREN 3YS – 10YS
- FAMILY MEMBERS
- TEACHERS
- EDUCATIONAL INSTITUTIONS

8.2 SEGMENTATION
8.2.1 DEMOGRAPHIC

- AGE: 6-55
- INCOME: 1100€/MONTH
- SEX: male / female
- EDUCATION: primary / secondary and graduation school
- EMPLOYMENT: students, professors, management, business, and financial operators
- NATIONALITY: Portuguese

8.2.2   GEOGRAPHIC

- REGION: PORTUGAL POPULATION: 10 087 722 – AREA: 92 212 KM2

8.2.3   PSYCHOGRAPHIC

- VALUES:
  - Education.
  - Innovation.

8.3 BEHAVIOURAL

- OCCASION OF PURCHASE:
  - Seeking to increase or acquire knowledge.
- ATTITUDES TOWARDS PRODUCTS:
  - Comments with friends about.

9.   EXTERNAL ANALYSIS

9.1 PEST ANALYSIS

The PEST technique allows the integration of different variables that identify Political, Economic, Social, Technological, present factors. For this reason, this technique can be adapted to different case studies, everything will depend on the approach taken by the researcher (Zambrano, C., Hechavarría, J., Gómez, O., 2020).

9.1.1 POLITICAL-LEGAL

In the case represented here, it was decided to present the Political external factors that can impact on the project worked, along with the Legal aspects, since their effects occur especially in terms of bureaucracy. So, politically, Portugal is governed by a centre-left democratic government since 2015. The current government, like the previous one, has not managed to obtain a majority, which often hinders parliamentary decision-making.

As far as Tax Policies are concerned, these are unfavourable, especially for small and medium-sized enterprises, since they are subject to too high a tax burden, associated with a shrinking market.

Some legal factors concerning the European Union, on the other hand, are very favourable to the business. The free movement of goods, within the European Union (EU), for example, is ensured through the elimination of customs duties, quantitative restrictions, and the prohibition of equivalent effects (Ratcliff, Martinello, & Litos, 2022).

Among the principles covered by the law are mutual recognition, elimination of physical and technical barriers and promotion of standardisation, whose benefits amount to 386 billion euros per year (Ratcliff, Martinello, & Litos, 2022).

On this section we highlight the support policies arising from the FCT (Foundation for Science and Technology) and ERDF (European Regional Development Fund).

In accordance with the official website of FCT, scientific knowledge is one of the fundamental pillars of the advancement of modern societies, of its economic fabric and the resolution of societal problems, and that this essentially depends on the development and implementation of scientific projects that involve human, material and technicians allied to the creativity and dedication of the researchers is the responsibility of the FCT, within the scope of its attributions, finance programs and projects and monitor their execution, in the fields of scientific research and technological development, in accordance with the provisions of subparagraphs a) and c) of paragraph 2 of article 3. of its Organic Law, approved by Decree-Law no. 55/2013, of 17 April.

Finally, the ERDF was recognized as one of the main financial instruments of EU cohesion policy. This promotes the reducing of imbalances between the levels of development of European regions and improving the standard of living in less favoured regions. Particular attention is paid to regions facing serious and permanent natural or demographic handicaps, such as, for example, the northernmost regions, with very low population densities, and island, cross-border, and mountain regions.

9.1.2   ECONOMICAL

As well as the legal ramifications of the EU's agreements, these agreements also have economic impacts. The main one is undoubtedly the economic and monetary union of the member countries. Launched in 1992, this union implies the coordination of economic and fiscal policies, a common monetary policy and a common currency, the euro, to the member countries (European Union, 2022).

Another relevant factor is the Portuguese business fabric, which is composed of 99.9% small and medium-sized enterprises (SME) (PORDATA, 2022). SMEs represent 44% of national exports, over 76% of jobs and 68% of gross domestic product (GDP) (European Commission , 2022). As for the Portuguese consumer, his disposable income is still very low when compared to other countries in Europe.

In figure 5 it is shown, the minimum monthly wages in Europe in relation to purchasing power, among European countries.

Figure 5-Minimum Wages in Europe. Source: Eurostat 2022.

The emergence of the pandemic known as the COVID-19 virus was born in a phase in which the Portuguese economy was in great recovery. The real GDP was expanding steadily and is still expected to reach 260.00 billion euros by the end of 2022 and 280.00 billion euros in 2023 (World Bank, 2022). The unemployment rate was at its lowest level since 2002.

 As experienced, we overcome a crisis in 2020 and, currently, we are witnessing a moderate recovery of the economy, according to the speculations and macroeconomic forecasts of the European Commission, the IMF and the Bank of Portugal. Unemployment Rate in Portugal us expected to be 6,5% by the of this quarter and is projected to be 6,2% in 2023 (World Bank, 2022).

The gender pay gap cannot go unmentioned either. Women have higher levels of education, but still receive lower salaries compared to their male colleagues.

9.1.3   SOCIO-CULTURAL

Regarding the social factors, the ageing of the population may impact in a not favourable way on the Mobeybou's project as it is aimed at a younger audience with some degree of digital literacy however, the

platform should be intuitive enough to welcome an audience with more difficulties in adapting to the digital world.

Portugal's population is decreasing at a rate of 0.29%, roughly 30,000 people per year. This is a combination of negative net migration and fewer babies being born. The fertility rate in Portugal is 1.29 births per woman. This has resulted in an increasingly aging population, with the median age at 46.2 years.
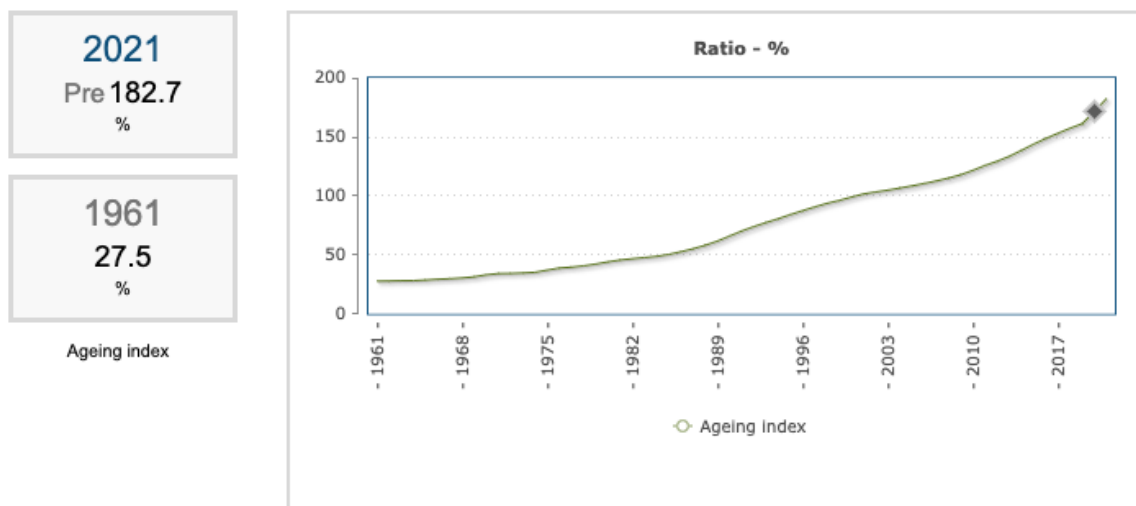

Figure 6-Ageing Indicators. Source: PORDATA, 2022.

9.1.4   TECHNOLOGICAL

The technological area is undoubtedly a fundamental factor in achieving the desired positioning of a company in the market. It is a competitive advantage for development as it makes it possible to expand and strengthen communication among consumers. New technologies are a tool used on a large scale in business as they allow companies to improve and develop their businesses, as well as make them more competitive.
Portugal has a high rate of internet penetration at a rate of 85% of the total population at the start of 2022 (KEMP. S, 2022) and a large proportion of people with cellular phones and computers. In fact, more than 84 percent of the population have access to, and uses the internet on a regular basis (Statista, 2022).

10. BENCHMARKING

As already highlighted in Chapter 3 on this project's methodology, to define Mobeybou's communication strategy in Portugal it is of utmost importance to observe and analyse the brand's own communication channels in the country, as well as what has already been implemented in a successful way. In addition to this internal diagnosis, it is important to research the actions of the competition, in order to understand the best practices in which the brand can be inspired or even important learning and opportunities. This comparative study in areas or sectors of competing companies in order to improve the results of the organization itself is called Benchmarking (Boxwell, 1994).

10.1 TOCA BOCA

Toca Boca creates digital toys and other playful products for kids around the world. Since their first product launch in 2011, they have released 40+ apps that have been downloaded more than 444 million times in 238 markets, making them the No. 1 mobile-first kids brand in the App Store – figure 7. Their products focus on sparking kids' imaginations and creating opportunities for open-ended play.

With offices in San Francisco and Stockholm, Toca Boca is owned by Spin Master Corp., a global children's entertainment company that creates, designs and manufactures a diversified portfolio of innovative toys, games, products and entertainment properties.

Figure 7-Logotipo Toca Boca.

SERVICES
  o   Digital Toys, Mobile Apps, Animation, Design, Entertainment, Kids Technology e Game development
  o   App Toca Life World

COMMUNICATION
  • Institucional Website

The Website in question is structured in four sections, in which the present information about the company "About", the available services "Apps", the carers available "Careers" and finally the "Contacts Us".

This website has a direct connection with the social networks "Facebook", Instagram", "YouTube", "TikTok", "LinkedIn" and "Twitter". Nevertheless, it is possible to download the applications for various devices providing compatibility with App Store, Google Play, and Kindle Fire.

To celebrate the 10 years of existence of the brand, Toca Boca allows website visitors to download wallpapers to attach to their devices.

- Facebook

    This is in the form of a professional page and contains all the necessary and relevant information such as the website link, a brief description of the business, category description, among others. This page has 290.268 followers 283.989 likes. The publications are not regular since the last publication was in February and the previous one in December.

- Instagram

    The Instagram "Tocaboca" presents a company profile and has a total of 380 000 followers and 2,145 publications. It features a link to Linktree which consists of a link to the company's official website, other social networks (Tik-Tok, YouTube), online shop, App Store and Google Play Store, support team, among others. Instagram is undoubtedly one of their elected channels to transmit their communication due to the, diversified and quite informative activity when it comes to the publication of posts and Stories.

- Tik-Tok

    The "tocalifeofficial" is the official Tik-Tok account of Toca boca and on it consists of a total of 3.3M followers and 22M likes. It features a link to Linktree which consists of a link to the company's official website, other social networks (Tik-Tok, YouTube), online shop, support team, among others and, a connection to install the applications in App Store and Google Play Store.

    This is one of the channels of Toca Boca with the biggest reach and audience of all the communication channels.

- LinkedIn

    "Toca Boca" LinkedIn's page has 16,077 followers, in the "Home" category page, presents us with a link to the official website, as well as a complete description of the company in the topic "About Us" and the location of the Company. The publications are regular and updated in relation to its services and products and also, describes information such as e-mail, sectors and telephone contacts, specializations of the services they offer, size of the company in employees and year of foundation.

- Twitter

The Twitter channel "Toca Boca" presents a company profile and has a total of 29.2m followers and following 4,313 accounts. As mentioned in the analysis of the Facebook account, in this case the publications are also not regular since the last publication was made in February and the previous one in December.

This presents a link to the Official Website of the company as well as the date of joining the platform, it also has a diversified and quite informative activity in what concerns its publications.

- YouTube

The YouTube channel "Toca Boca" has a company profile and a total of 1.55 million subscribers. It is connected to the Official Website and other social networks, and has a diversified and very informative activity, through the publication of videos that tell stories of its animated characters captivating the attention of its audience.

In the "YouTubers Play Toca Boca" section, there're videos of users playing in their applications are shown, thus allowing an increase in audiences due to audience crossing.

In addition, they make their videos available on the YouTube Kids platform.

- PPC Advertising

In the analysis of Toca Boca's paid advertising campaigns, no campaigns were found to be running at the time of the analysis.

10.2 OSMO

Osmo is a unique gaming system with an artificial intelligence bridging the real and digital world, bringing lesson plans to life by creating an interactive learning experience for all students, using an iPad, concrete manipulatives, and educational strategies to foster engaging and positive learning experience through hands-on play – figure 8. Osmo guarantees hours of enjoyable learning and turns mundane and repetitive learning activities into highly appealing and engaging lessons.

The Osmo camera reflector 'sees' the play pieces on a surface and Osmo apps cleverly engage, prompt, encourage, and provide hints to players. The technology can read physical movements and real-world environments and send messages to the Osmo App.

Figure 8-Logotipo Osmo.

SERVICES

- o Digital Toys, Mobile Apps, Animation, Design, Entertainment, Kids Technology e Game development
- o Schools Osmo
- o Online Store

COMMUNICATION

- Institutional Website

The Website in question is structured mainly around Playosmo and the interactive learning experience it can offer to all users.

The main menu is divided into topics such as "Store" where it consists of all products available to sell, "Schools" where we have access to the online shop to buy bundles for educators and their classes (only available in the U.S. and Canada), scrolling down to the bottom of the page the user is allowed to subscribe to the newsletter, and finally the "FAQS" with all the questions to be answered.

Throughout the body of the site there are also instructions on how to use the application correctly as well as all its functionalities. This website presents direct connection with the social networks used by the company such as Twitter, Facebook, LinkedIn, Pinterest and YouTube.

- Facebook

The Osmo's Facebook channel is in the form of a professional page and contains all the necessary and relevant information, the website link, the business description, a link to the online shop on Facebook, among others. This page has 285 122 followers and 284 011 likes. The publications are regular and informative about the services and products.

- Instagram

Instagram's " playosmo" features a company profile and has a total of 111 k followers and 2,944 publications. This presents link to the Official Website followed by a brief description of the company, having also a diversified and quite informative activity when it comes to the publication of posts and Stories.

- Tik-Tok

"Playosmo" is the official Tik-Tok account of Osmo and consists of a total of 512 followers and 926 likes. Alongside with a brief description of the company, it features a link to the official website.

With the publications not totally regular since the last one was published in October, this is one of the Osmo's channels with the lowest audience and less account's reach of all the communication channels.

- LinkedIn

Linkedin's "Osmo" has 11,457 followers and presents link to the official website, as well as a complete description of the company in the topic "About Us" and the location of the company although the posts publications are not regular. On the other hand, it presents information such as e-mail and telephone contacts, sectors and specializations of the services it offers, size of the company in employees and year of foundation.

- Twitter

"Toca Boca" twitter's channel presents a company profile and has a total of 23.6m followers and following 688 accounts. Their post publications are update and regular and on the top of the page, we can find the description of the company with a direct link to promote "Osmo Education" and a link to the official website of the company as well as the date of joining the platform, industry category and location.

- YouTube

The YouTube channel "Osmo" has a company profile and a total of 27,300 subscribers. It is connected to the official website and other social networks, and the publication of videos in categories like "Reading Adventure" were they ask questions and debates with directive members, "Osmo Math Wizard" shows us on we can learn and interact with the application games. In the "People of Osmo" section, there're videos of users playing in their applications are shown, thus allowing an increase in audiences due to audience crossing.

Osmo's YouTube channel has a direct connection with other three channel's: "Osmo France", "Osmo Germany" and "Osmo UK". On each channel we can see that the communication language is different and adapted the other audiences in different countries.

It's important to mention as well that the Osmo videos channel are available on the YouTube Kids platform.

- PPC Advertising

In an analysis of PPC Advertising campaigns, it is part of Osmo's strategy to run campaigns in Google Ads, more precisely in the Google Shopping category and Facebook Ads.

Google shopping is an advertising platform that belongs to Google and allows its advertisers to better promote their products, increase the number of visits to their websites and more easily reach potential customers.

In order to be well present in social networks, Osmo runs campaigns on Facebook Ads and like Google Shopping, Facebook Ads is the Facebook's paid advertising platform that offers a wide variety of advertising formats. It is extremely effective thanks to the various targeting options available to advertisers, which generates a greater number of conversions.

11.   SWOT ANALYSIS

A strengths, weaknesses, opportunities, and threats (SWOT) analysis has become a fundamental tool for organizations to evaluate their position in the market and is widely used to analyse the internal and external environments of organizations during times of indecision (Rozmi et al., 2022; Wu, 2020).

The four components identify either internal or external considerations. Strengths refer to the internal elements of an organization that facilitate reaching its goals, while weaknesses are those internal elements that interfere with organizational success. Opportunities—external aspects that help an organization reach its goals— are not only positive environmental aspects but also opportunities to address gaps and initiate new activities. Threats, on the other hand, are aspects of the organization's external environment that are barriers or potential barriers to reach its goals (Aldehayyat & Anchor, 2008; Fleisher & Bensoussan, 2003; Lee & Lin, 2008; Shrestha et al., 2004). Table 3 shows the SWOT analysis carried out for this project.

Table 3- SWOT analysis.

	STRENGTHS	WEAKNESSES
Internal Analysis	**S1** - Innovative and unique design on the market **S2-** Development of pedagogical and literacy activities **S3** - Appealing image S4 - Little initial investment required	**W1** - Mobeybou website layout **W2** – New brand on the market **W3** - Bureaucracies associated with the movement of economic funds **W4 -** Non-existence of a Digital Marketing and Communication plan
	OPORTUNITIES	THREATS
External Analysis	**O1** - Favourable funding policy **O2** - Exponential market growth in digital interfaces **O3** - Little or no competition in the sector **O4** - Public interested in digital educational platforms **O5** - Create unique experiences suitable for children	**T1** - New economic crisis forecast **T2** - Irrelevant notoriety **T3** - Lower purchase power of the public
	DEVELOPMENT	MAINTENANCE
	O1 + **S2** - creation of online school "Mobeybou School" **O2** + **S1** - creation of an online shop to sell products (merchandising)	**T2 + S1** - Creation of a unique and differentiated product on the market **T3 + S2** - Establish a partnership with the ministry of education to finance services and products to the public with a lower purchasing level.

GROWTH	**SURVIVAL**
O5 + W1 - Creation of a memorable website to promote the brand **O4 + W4** - Creation of a partnership with an influencer to promote the brand through the digital channels	**T2 + W2** - Creation of online events such as YouTube lives and workshops on the Mobeybou online platform to publicise the project.

12. COMMUNICATION STRATEGY

12.1 SEGMENTATION AND AUDIENCE

To formulate an effective and cohesive strategy, the segments and target audience for which the actions will be aimed were initially defined. Regarding segmentation, it must be based on the following principles:

- o Students between the 6 and 9 years old;
- o Family members;
- o Teachers;
- o Educational Institutional.

12.2 POSITIONING

The Mobeybou project must make the market see that it provides excellent teaching services and, as such, must therefore differentiate itself from other competitors not only by its strong commitment to teaching, but also by the differentiated way in which it leverages it. In the positioning, the main focus is on the children and the parents of these same children to recognize the Mobeybou project as a reference in this sector. The company must keep in the minds of consumers the excellent service provided by the project, in order to be in the "top of mind" when it comes to pedagogical teaching.

13. OBJETIVES

13.1 STRATEGIES (MEDIUM TO LONG TERM)

1. Make the project a reference in the sector of pedagogical teaching, as it was possible to conclude that it has improvements in its strategic plan to be a clear reference in teaching in Portugal. (Project's Awareness); **2 to 3 years.**

2. Fostering awareness in terms of digital presence, creating more appealing strategies and communication for the various social networks in which the project is located; **1 to 2 years.**

13.2 OPERATIONAL (SHORT TO MEDIUM TERM)

1. Improve presence on social networks, so that the company can communicate almost daily with children, parents, and teachers; **3 to 6 months.**

2. Carry out strategic partnerships so that they can benefit in terms of communication and brand awareness; **3 months to 6 months.**

3. Make improvements to the institutional website, keeping it always up to date, changing their language and allowing target audiences to clear all their doubts. **3 to 6 months.**
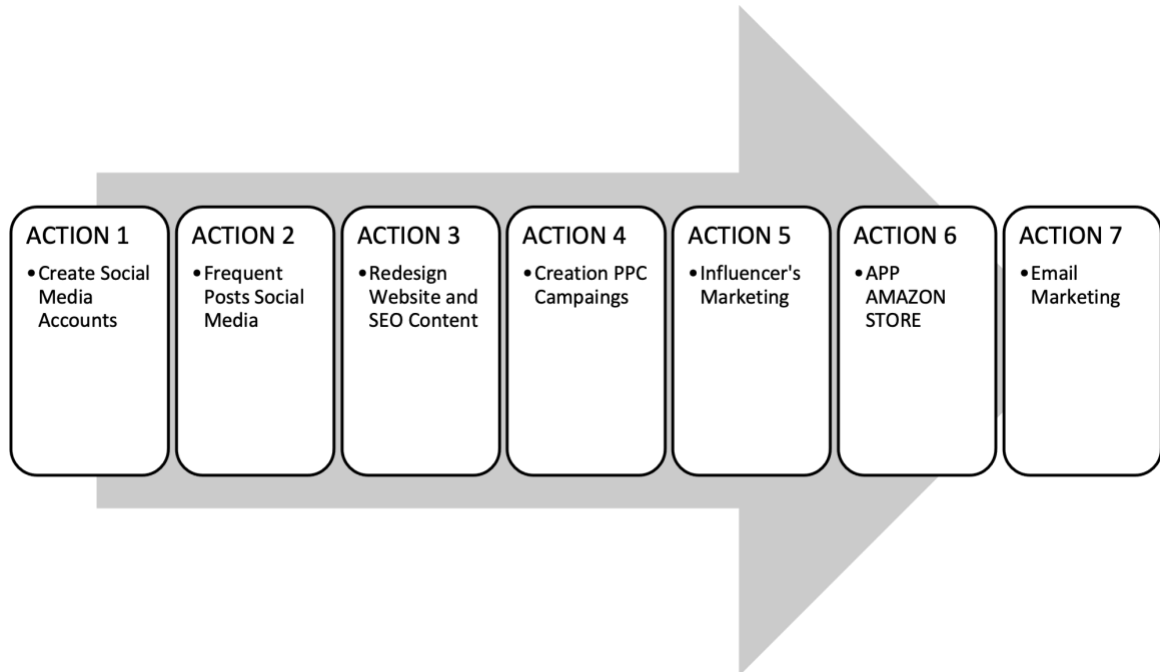
14. ACTIONS PLAN

Figure 9- Actions Plan

ACTION 1 - Create social media account on LinkedIn, Tik-Tok and Twitter platforms (1 month)

This action aims to promote the reach and authoritative presence of the Mobeybou brand to more and more people, as well as maintaining or establishing new connections with our target audience. This action is also based on the strategies number 2 and operational objectives number 3.

Among these 3 channels more emphasis should be applied to Tik-Tok. Mainly because of its characteristics, Tik-Tok is a social network that allows the growth of Mobeybou's brand identity as well as its ability to connect with huge audiences and so, these are the benefits that Mobeybou can gain by joining a social network with these characteristics. It will be important to highlight that, by reaching out to huge audiences, one should be on the lookout for new opportunities to partner with influencers to promote the project. By establishing partnerships with new influencers, we can also reach new audiences that can become beneficial for the project Mobeybou. No costs are associated with this action because account creation on the identified social networks is completely free.

ACTION 2 - Frequent posts and videos on Instagram, Facebook, LinkedIn, YouTube and TikTok (1 to 3 months)

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This action is based on responding to strategic objectives number 1 and 2 but also, operational objective number 3, that is, all these objectives are related to the project's awareness and its presence in the digital environment.

The chosen action is the placement of at least two to three publications per week on Facebook, Instagram, LinkedIn, and Tik-Tok, referring to the Mobeybou app's usage and posts publication's related to their activities in the schools. The publications for YouTube channel should be at least one video per week where stories would be told about the characters in the Mobeybou world as well as showing the usability of the applications and guides for installing on their devices.

With this action, the aim is to reach an audience of people aged between 6 and 45, essentially made up of students, parents, and teachers.

On the other hand, the number of likes and shares is expected to increase, reaching an average of 30 likes on Instagram, 40 likes and 5 shares on Facebook and 1150 accounts reached, 50 likes in Tik-Tok. In this way, it is estimated that the increase in followers is 30% on both social networks.

As for monitoring, this will be carried out by controlling the number of likes, shares, and followers of social networks within one year, the duration of this action. Regarding the costs involved, it is estimated that the total value of the budget is €300/month, which corresponds to €3600 per year.

ACTION 3 - Redesign the website's layout and create good SEO content (6 months to 12 months)

This action is based on the operational objective number 3 related to the improvement of the website.

With this action, it is intended to maintain the position in the search engine and add value to the user experience. For this purpose, it is suggested that the project focus both on communicating the benefits of using the Mobeybou teaching methodology, considering the current circumstances and the use of SEO (Search Engine Optimization) techniques, such as the coherent definition of keywords and the adaptation to mobile devices.

No less important will be the need to adapt the website's language to Portuguese, which is the target audience's language, as well as the adaptation and creation of content for children, who are the predominant audience. the control of the position in the search engine and the number of visits to the Website (Google Analytics).

To measure the behaviour of users on the website as well as the possibility of creating audience segments to target with paid advertising, it's advised the installation of tags on the site itself. Google has a service "Google Tag manager" that is a tag management system (TMS) that allows you to update measurement codes and related code fragments collectively known quickly and easily as tags on your website or mobile app. Through the tag manager it is thus possible to install the measurement tags such as: Pixel's Facebook and Google Analytics.

When visiting Mobeybou's website it was possible to notice the absence of a section for newsletter subscription. Subscribing to a newsletter can be very important for creating audiences to be used in future advertising campaigns as well as ensuring the relationship with the audience by publishing targeted content.

On visiting the various pages of the Mobeybou's website, it was possible to see that some are labelled as "Not secure" which indicates the web page is not providing a secure connection to visitors. When your browser connects to a website, it can either use the secure HTTPS or the insecure HTTP protocol. If a site's URL begins with HTTP, it means the connection is insecure, which triggers the "Not Secure" warning. Insecure websites are more vulnerable to cyberthreats and can compromise customer's personal information. To secure the Mobeybou's website it's important to install an SSL certificate to establish a secure connection for visitors.

Not least, it will be necessary to implement in the upper right field and at the bottom of the "Home" page a section with Mobeybou's social media channels. This action should lead to an increase in the number of visits by users to the social networks, thus increasing the notoriety of the project

The website is expected to remain on the first page of results and the number of visits to increase by 60%. As for the costs involved, it is estimated that the total amount of the budget is €250/month, or €3000/year.

ACTION 3 - Creation of PPC campaigns through Google ADS and Facebook Ads (1 to 3 months)

This action aims to promote, through the Google's and Facebook advertising platform, advertising campaigns that encourage potential interested parties to go directly to Mobeybou's website and download their applications games and assists their YouTube videos. On Facebook it will be possible to reach our target audience with paid advertising through a precise segmentation of their characteristics. These campaigns allow you to take the promotion to customers who are performing Google searches or browse their Facebook and Instagram's account. Through the Google Ads and Facebook Ads platform, it is possible to monitor campaigns. As for costs, investing €400/month should be enough at beginning to understand if effectively the action brings some notoriety to the website and YouTube channel. This action is based on the strategies objective number 3.

ACTION 4 - Launch a partnership through influencer's marketing (12 months)

This action is based on strategies objectives number 2 and operational objective number 2 and 3, the establishment of strategic partnerships to foster the communication of the project. This action aims to encourage, through the strength and notoriety of the actor Ivo Lucas, the creation of promotional campaigns via social networks (Instagram) from a monthly access to all premium features of the Mobeybou applications, discount coupons for the Amazon shop, among other strategies. In order to evaluate and control the monitoring of this action is necessary to record the number of downloads of the Mobeybou applications, visits to the website and social networks channels, purchases of accessories in the Amazon shop and thus be able to conclude whether the results are being achieved within one year, the duration of this action. To carry out the action, it is estimated that it will be necessary to invest €1,000 per month during the partnership contract (€12,000 in total).

ACTION 5 - Mobeybou App on the Amazon Appstore

With its presence already established in at least 200 countries, the Amazon Appstore could be an excellent alternative for the Mobeybou project to promote its brand and reach new markets.

With the launch of low-priced Fire tablets (€64.99 to €99.99), Amazon aims to make a tablet available to every person who does not want to spend a lot on this technology. As many parents want to offer their children a cheap tablet that can withstand the minimal drops they are subjected to when used by children, this can be an excellent strategy to reach the audience that Mobeybou wants so much. No costs are associated with this action because to publish an app on Amazon Appstore, you only need to create a developer account, use Amazon's API's (Application Programming Interface) and submit the application. This action is based on strategies objectives number 2.

ACTION 6 - Create an email marketing strategy

Applying an Email marketing strategy can be the differentiating factor to elevate the growth of any company. This channel allows us to deliver highly personalised content according to the preferences of our audience with the aim of prompting them to take a desired action, be it notification of a new product, purchase, or subscription to a service.

As previously mentioned in the suggestions for changes in the website, it would be advantageous for the project, the creation of a section for newsletter subscription so that, with the email data inserted by the users in the newsletter form, would be used in the e-mail marketing strategy.

This way the goal would be to disseminate and inform subscribers of all the news and novelties around the Mobeybou's project namely, posts on social networks, new articles on the blog, new videos on YouTube, among others. This would be a great strategy to maintain a relationship connection with our audience, to be always present in the minds of consumers in their daily lives. No costs are associated with this action as creating and disseminating an email marketing strategy is completely free. This action is based on objective strategies number 2.

15. CONCLUSIONS

An IMC plan is seen as "a marketing communication planning concept that recognizes added value in a plan that integrates a variety of strategic disciplines" (Schultz p.13, 1998) as cited in (Zwerin, et al., 2020) and with this in mind, an attempt was made to draw up a plan for the brand to achieve a competitive position in the market through better management of its communication.

The aim of this project has its general and primary objective, the creation of an IMC plan for the pedagogical teaching area to enable the Mobeybou´s project to increase its notoriety and visibility among the public. To respond to this objective, reference literature was selected and analysed for the objective under study, then 2 interviews were carried out: a semi-structured one with PhD Cristina Sylla and with Professor PhD Nuno Martins to obtain data that would justify the applicability of the project. All this work allowed the definition of strategic actions to respond to the main needs of the Mobeybou project.

Through internal and external analysis of the Mobeybou's brand, it can be concluded that the brand has reached a point where it was stagnated and not evolved in terms of growth and development of awareness and presence in the market. However, Mobeybou intends to grow, increasing its notoriety, its audience, building loyalty among existing clients and strengthening its identity. As such, the IMC plan drawn up was intended to detail the communication objectives, as well as the areas and tactics to be explored to sustain the brand's continued growth.

The plan's strategy consisted in the creation of consistent messages, both formal and informal, in relation to its audiences, through the different areas of action: Online Communication, Brand Registration and Awareness, Branding and Partnerships.

It is recommended that: 1- the project invest in an IMC strategy, resorting to external hiring or the use of its internal resources, to ensure its execution and the achievement of the intended growth. In case the evaluation of the plan is positive, it is recommended that the organisation repeat the same planning for the year 2024; 2- Re-evaluate the channels and tools mentioned above in terms of their importance and relevance, since we live in a world of constant technological change. What today may be the trend, tomorrow may already be outdated (Keller, 2016); 3- Develop an IMC plan to market the Mobeybou platform and its services in the public sector: schools and educational institutions; 4- Create an online shop to sell Mobeybou services, accessories, and merchandising. Creating an online shop will help Mobeybou to get the notoriety and reach that it wants to achieve as well as to obtain extra income from the marketing of its products and services.

There are some limitations to this plan. First, there is a limitation in data collection, the opinion of the children's audience regarding the communication carried out and the awareness and positioning in the consumer's mind was not possible to obtain. Perhaps via quantitative studies it would be possible to obtain this type of information. The second limitation is the financial resources for online communication, which now are almost non-existent due to the bureaucratic issues surrounding the provision of the FCT (Foundation for Science and Technology) and ERDF (European Regional Development Funds).

Finally, it is hoped that with the proposed brand plan, Mobeybou will be able to achieve the proposed objectives and that it will be, the main driver for the growth of the business and its potential.

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APPENDICES
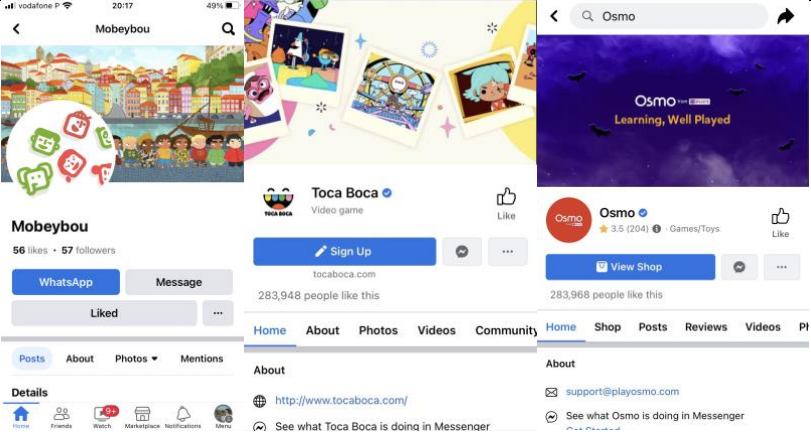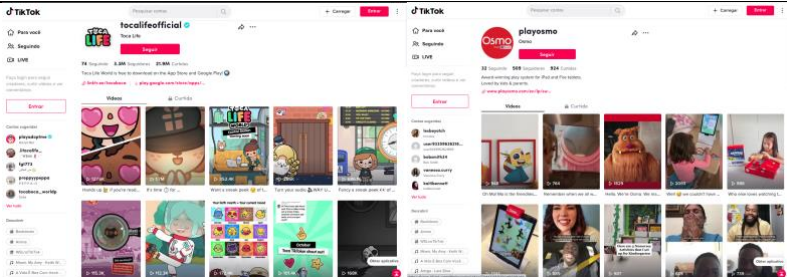
APENDIX I – LOGOTYPE MOBEYBOU

Figure 10-Mobeybou Logotype

APENDIX II – BENCHMARKING DIGITAL CHANNELS

Table 4- Benchmarking Table

Digital Channels	Benchmarking Media Posts
Facebook	
Instagram	
Tik-Tok	

57

YouTube	
YouTube Kids	
LinkedIn	
Twitter	
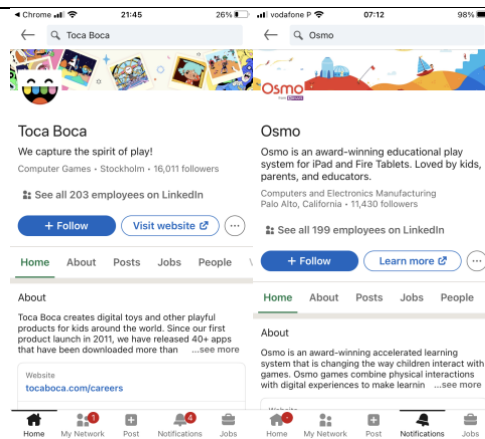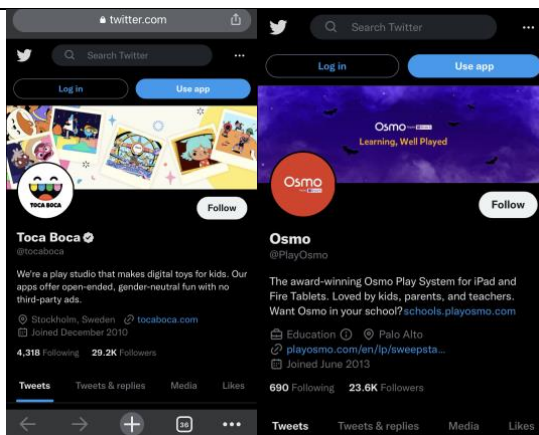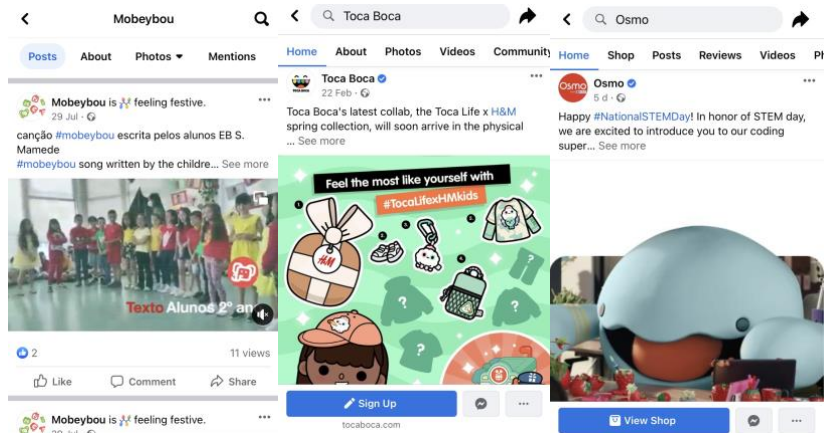
Facebook Posts	
Instagram Posts	
Tik-Tok Posts	
YouTube Video List	
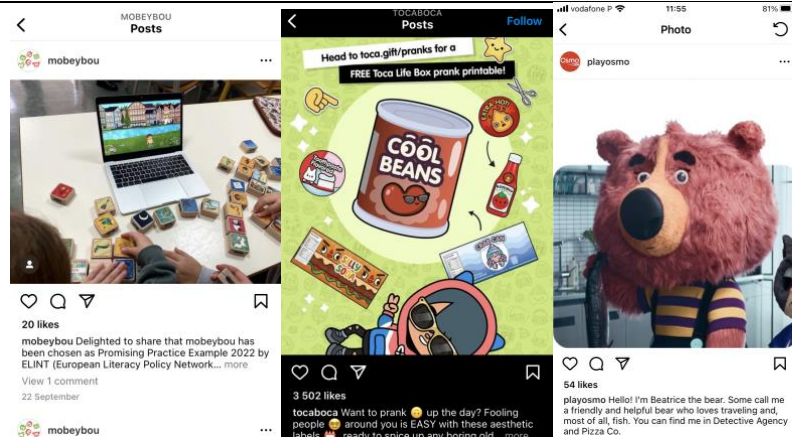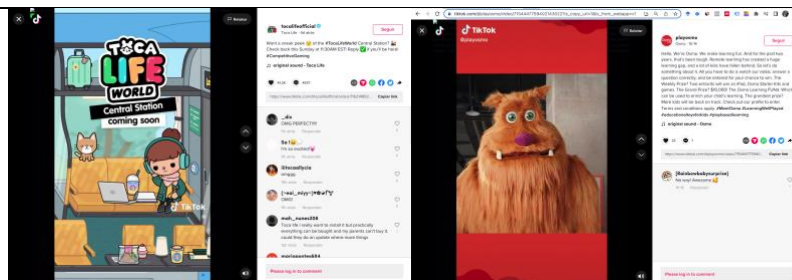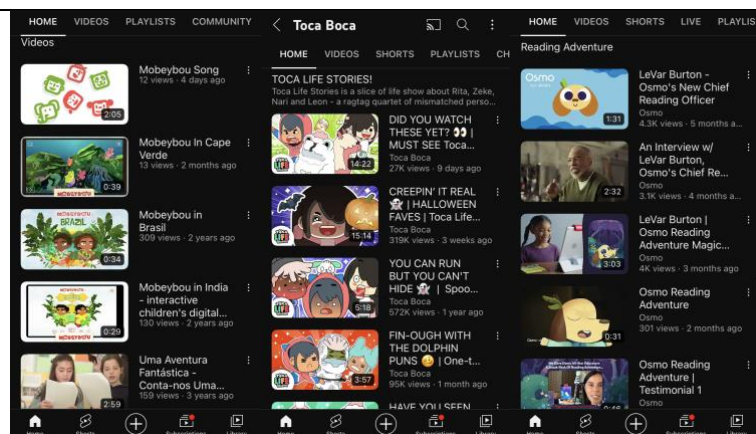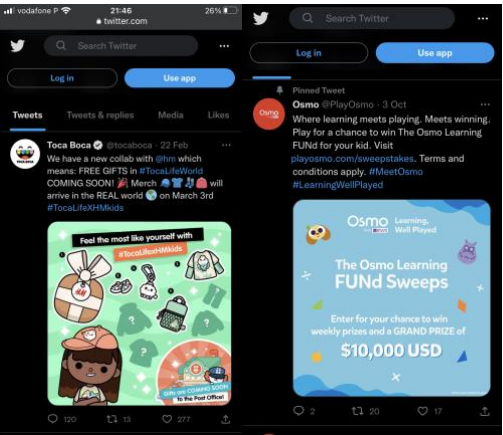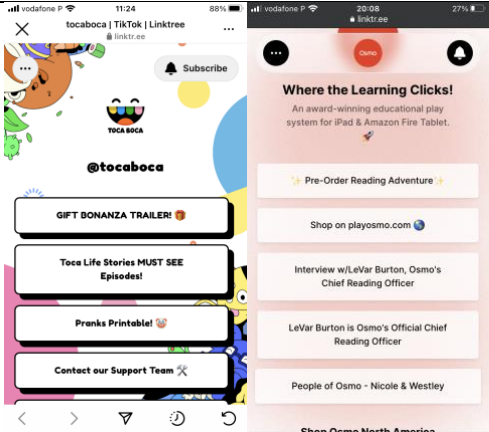
Twitter Posts	
Website Homepage	
Osmo Online Store	
Apps	
Linktree	

Paid Advertising

ATTACH III – SEMI-STRUCTURAL INTERVIEWS

- **Interview PhD Cristina Sylla**

An interview was made with Cristina Sylla, author, and principal investigator of Mobeybou's project, seeking to answer questions about the organization's communication and marketing strategy. It is part of the qualitative research done to guide the final IMC plan.

Regarding the origins of this project, we can see that the idea surged was the result of a previous project through the creation of a doctoral dissertation: "I've been working on the development of digital manipulatives for several years, Mobeybou is the continuation of a previous project TOK that I developed during my PhD."

Concerning to the target audience, most of it is made up of children between 3 and 10 years old attending pre-school until the first cycle; the parents of those same children; the teachers who teach these same classes.

After analysing the strengths and weaknesses of Mobeybou, the following strengths can be highlighted: "Innovative project; educational platform that allows working with preschool and basic education, an application that provides pedagogical and literary activities aimed at children's continuous learning." As weaknesses we can highlight: "Limitations on the use of funds imposed by the University of Minho and FCT, and lack of flexibility in the management of economic and human resources."

Respecting the Mobeybou's project positioning, more specifically in relation to the way users see Mobeybou, we can declare that it is a very didactic tool in the pedagogical aspect, as it allows the development of children's cognitive and communicative skills.

When addressing the issue of whether there was something that could harm the brand's visibility, FCT's lack of flexibility was pointed out as one of the points that could most compromise Mobeybou's visibility, precisely due to the inflexibility in the use of economic resources. The solution would be to make the movement of funds more flexible, to be able to support any research that is necessary for the development of the project: "There would be needed a greater autonomy to the principal investigators to manage these processes in a more flexible way, allowing a management and allocation of funds according to the needs that arise during the development of the projects.".

In respect to the importance of marketing and communication strategy in brand awareness, we can emphasize its importance in the way in which traffic from digital channels (social networks) and search engines (Google) could be channelled to be more present in the minds of consumers.

When addressing the issue of the initial proposed objectives for communication and whether they were being met the answer was affirmative. The communication objectives were achieved through the creation of a website, dissemination of content on social networks, communications made in international journals and participation in international congresses, however, there is still a progressive margin of improvement that was not achieved due to lack of funding.

Regarding the intended positioning towards the public and towards customers, the interviewee declared that Mobeybou's intends to present innovative solutions as well as the necessary tools, which allow all children to develop their digital and social skills through the platform and prevent school dropout making learning more dynamic and appealing. "Mobeybou intends to position itself as an innovative tool in such a way as to promote the digital, social and literary skills of all children. The platform would be a great asset to combat school dropout and promote communication between students, parents and teachers. "Making school learning more

innovative and appealing so that children can achieve a higher level of school profitability compared to older textbooks."

When confronted with the importance of Mobeybou's project being communicated on social media, the response was brief and assertive. Nowadays, any organization that is not present on digital channels, more specifically social networks, risks seriously compromising its future. In such a way that Mobeybou will move forward soon with its presence on the Tik-Tok social network, as this is where its target audience communicates. "Yes, without a doubt. Any brand/organization that is not present on the same channel where its target audience is risks seriously compromising its future. As its target audience is increasingly present on the social network Tik-Tok, Mobeybou aims to move forward with a dissemination and communication project because we know that this is where part of our target audience resides". When asked which target audiences to reach within social networks, whether children, parents, teachers or both, everything will depend on the demographic characteristics of each target group.

For the last question, what would be the biggest challenges in digital communication for the Mobeybou's brand, the challenge of reaching an international audience was mentioned, given the immensity of people to be reached. It is important to mention the current challenge in designing a marketing and communication strategy that delivers the right message to your target audience.

- **Interview Professor PhD Nuno Martins**

Please tell me how long have you been involved in the Mobeybou research project and what are the main roles you have played during that time?

I have been in this interdisciplinary project since 2020 with the objective of commercialize Mobeybou and take to the public.

What roles do you play at Mobeybou?

My role has been as an advisor to students associated with research projects in Interface Design.

Brand 's Main objective

PhD Cristina's intention was to take the Mobeybou project to commercialization, hence the need to analyse issues of identity and management of communication itself.

Any task that gave you a special taste?

The challenge is interesting because it is an interdisciplinary project where we have researchers from different areas, from programming, from illustration to education, to industrial design and now also in marketing, coordinating their activities to add value to the project.

It will be necessary to understand that the public in question has certain particularities that, through design (area that we have studied more), can be adapted to young people, so that they can experience a pleasant and stimulating use of these platforms.

I believe that Mobeybou has a very well-done graphic identity, however, it's not important if the use of the platform does not become appealing and adapted to its audience.

In the Mobeybou project, what was the biggest obstacle for the teacher at the design level?

I think the biggest challenge will be to bring this project to the mass audience. There is a certain complexity within this theme of marketing and communication strategy that I will try to exemplify.

We have the following case, a platform or digital application that performs well, that responds to all usability functions and that is graphically appealing cannot be popular or commercial, but then why? If, scientifically, everything is validated as well as the functional tests, why it doesn't sell? The reason is because there are other variables that are extremely important and that must be answered, such as: how to reach people (target audience), what type of communication will be made, what is the investment for advertising and promotion.

In this sense, I also think that there must be a realistic perspective and the role of marketing is really to "clean up the house", to examine these basic issues.

Target Audience's Age

Let's consider that this project it's linked to a school education or some educational and pedagogical program. For example, associations with Porto Editora or Leya, would escalate the potential awareness of this project. It will be opportune to know if there's any chance or a possibility of investment by partners that allow having a privileged reach.

Another very important factor has to do with the retention capacity of those who observe, in this case it's for whom the communication is intended (target audience). Nowadays there are so many types and different stimuli due to the huge offer that exists in this sector which is, increasingly difficult to retain the attention of kids. There are brands that are associated with cartoons to somehow captivate the attention of kids like, let me give you an example, we can have the most beautiful design technically well done. However, there is another design aligned with a character from the Portuguese tv series (*Morangos com Açúcar)* or a character from Marvel and right from the start it already has a huge advantage in terms of awareness of the brand that we should be aware and perhaps, study its importance.

Now, Mobeybou does not have any character associated for example with the Panda television channel, so this could be one of the opportunities of association with a character of this type to increase the notoriety and potential growth of the brand.

Question of synergy between visual elements with YouTube

Undoubtedly, the idea of having a set of more guiding videos for a brand presentation, promoting the website, communicating where to download the application, instructions on how to use the application, would be an excellent idea. The use of the YouTube channel as well as Tik-Tok would, in my view, be an excellent strategy to implement at this time to start communicating with Mobeybou's target audience and thus extracting future information to implement in future strategies.

Website issues

I could not fail to mention the current communication on the website. If one of Mobeybou's strategies is to market the platform to the Portuguese reading national plan, then, in my opinion, it should update the language of the website to Portuguese as well as the other communication channels, such as the YouTube channel, which are currently in English, and we must update to Portuguese to combat the abandonment of these

same channels. The aim is to attract users with relevant, educational, and informative content, not to promote distance from Mobeybou's current communication channels.

The website itself should be revised and modified on the details that I have just mentioned, as well as the part of the investigation should be hidden without detracting its importance as is obvious. In this way, the objective will be to make the website more "commercial", more appealing and with some children's animations aimed at its target audience. I think that all these recommendations and a few more can generate something like a manual of good communication practices, highly important to serve as a basis for the next school year, associating it with design and even marketing itself so that someone can continue the study.

Comment on the statement "Children want it, do parents buy it?" Could children be a strong component in the purchase motivation on the part of the consumer?

It may depend on several factors namely age, children aged 6, 9, 10 are already beginning to have a very specific taste of let's say a buyer profile although, as I said earlier, if Mobeybou were attached to some educational pedagogical plan or recommended by some educational institution, would certainly convey some confidence to the parents of these same children, which would possibly lead to an increase in the notoriety of the Mobeybou project. It is always easier to watch something like Baby Shark than have access to a fun and educational platform however, if we add for example Ruca (a famous cartoon character) to our communication message, the scope of it would be totally different.

Merchandising issue

In my opinion, merchandising would only make sense if the brand has already a certain degree of notoriety and presence in the market, as there will be customers who identify with the brand and buy it. In the case of Mobeybou, I think that won't be the case, the levels of notoriety of the Mobeybou project are not so high to justify the sale of objects, shirts, school supplies and other items.

For example when I created the Super Quinas (Portuguese Football Mascots), we developed playful films with the aim of educating and passing on the follow messages; fair play behaviour, care with food, problems related to corruption, and there was a factor that stood out right from the start, the association of the characters (Super Quinas) with the Portuguese football federation, which is a very strong and well-known brand that by itself, enters the Panda channel thanks to a large investment by the Federation.

It's clear that all of this is a strategy, the investment in the Panda channel was precisely what was needed to increase the notoriety that was intended for the animated elements and for that, the communication ended up having the intended effect on the kids. It is known that these more positive and educational messages are more difficult to sell than some cartoons with some "beating", however it will be correct to say, that these factors are not decisive for success. This does not mean that Mobeybou must resort to this type of message to succeed of course not, but it will be necessary to realize that these factors are relevant and should be observed and tested to figure it out the potential on it. In the case of Mobeybou project's, I continue to say that if you have some type of content in video format on YouTube, social networks, and website, maybe perhaps more oriented towards the education and instruction of the platform itself, it would be a good starting point for them to start raising some kind of agreement with educational institutions and schools that would certainly help in their own growth.