

Development of a Marketing Plan for Distributors.

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SUMMARY: *Distribuidora Las Delicias, a Colombian company with over two decades of experience, faces significant challenges in its business model that hinder its ability to compete effectively. Key issues include low profitability, excess inventory, and delayed product delivery, leading to customer dissatisfaction and growing threats from more established competitors. Despite these challenges, the company has significant strengths, such as a diverse portfolio of eco-friendly and biodegradable products, competitive prices, and a loyal customer base. These strengths provide a solid foundation for repositioning the brand in an increasingly demanding and environmentally conscious market.*

Additionally, Distribuidora Las Delicias faces the challenge of adapting to the digital transformation of the sector. The growing demand for e-commerce and the need for a stronger online presence require significant investment in technology and the optimization of digital channels. The company must develop a strategy that allows customers to make purchases easily and conveniently, both in physical stores and online, and provide a personalized and satisfying shopping experience. Various solutions have been identified to improve delivery performance and retain customers and partners, including volume-based promotions, resource optimization, and enhanced purchasing experience.

KEYWORDS: *Customers, profitability, competition, product variety, purchasing experience.*

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I. INTRODUCTION

The cleaning products industry plays a vital role in promoting hygiene and social well-being, especially in contexts where awareness of disinfection and environmental impact has become increasingly important. In Colombia, this market is characterized by intense competition, with the presence of both national and international companies that are constantly raising quality and sustainability standards. In this scenario, Distribuidora Las Delicias, a company with over two decades of experience, faces significant challenges that threaten its position and growth.

Despite its commitment to eco-friendly and biodegradable products, limitations in digital marketing strategies, operational processes, and brand visibility have restricted its ability to meet the growing expectations of modern consumers. In parallel, the competitive landscape shows how similar companies have overcome difficulties through the implementation of innovative marketing plans and the optimization of their resources.

This study explores the internal and external challenges facing Las Delicias, using a comprehensive approach to developing marketing strategies tailored to the demands of the current market. This analysis aims not only to resolve operational deficiencies but also to establish a replicable model that can position the company as a leader in the sustainable cleaning products market.

By analyzing market dynamics, the opportunities offered by the growing interest in eco-friendly products, and the best practices implemented by competitors, this article offers a well-founded action plan that combines innovation, sustainability, and technology, with the goal of revitalizing the brand's image and performance.

II. METHODOLOGY

The methodology employed in this study combines qualitative and quantitative approaches to develop a comprehensive marketing plan that addresses the primary needs of Distribuidora Las Delicias. The tools and techniques used are detailed below:

- **Situational Analysis:**
 - **SWOT Analysis:** Identification of strengths, weaknesses, opportunities, and threats, enabling mapping of the company's competitive environment.
 - **Vester Matrix:** Evaluation of critical problems, prioritizing those that directly impact profitability and customer satisfaction. [1]

Type of Research

The research conducted in this study is both applied and descriptive, designed to address specific problems and provide practical solutions within the organizational context of Distribuidora Las Delicias. As applied research, it focuses on transforming theoretical knowledge into specific strategies that optimize the company's operations and competitiveness in the cleaning products market. This approach allows for the identification and resolution of specific issues such as a lack of digital visibility and logistical inefficiencies. In parallel, descriptive research provides a detailed analysis of the company's internal and external conditions, including its customer profile, market characteristics, and competitors' actions. Through tools such as surveys, interviews, and comparative analyses, key data was collected to inform the design of marketing strategies aimed at sustainable growth. This dual approach ensures a deep understanding of the company's current situation while facilitating the implementation of effective solutions aligned with its strategic objectives. [3]

Work Plan

The work plan for implementing the comprehensive marketing plan for Distribuidora Las Delicias is divided into several sequential and complementary stages, carefully designed to address the identified challenges and maximize the expected results. This structured approach allows for a clear assignment of responsibilities, optimization of resources, and meeting of established deadlines.

Each phase of the work plan is oriented toward resolving specific aspects of the problem and taking advantage of previously identified opportunities. It begins with a thorough diagnosis that allows for the establishment of a baseline on which the following actions are built. Subsequently, detailed market research is conducted to gather critical data on consumer preferences, needs, and behaviors.

Strategy development is approached collaboratively, integrating internal knowledge and market trends to ensure innovative and relevant solutions. This process includes the creation of a detailed budget that ensures the appropriate allocation of financial resources, as well as a pilot implementation phase that allows for testing and adjusting the strategies before their full deployment. [4]

Figure 1.
Work Plan



Note the authors.by 2024.

III. DEVELOPMENT AND RESULTS

Distribuidora Las Delicias positions itself as a company that not only meets its customers' basic hygiene needs but also responds to current market trends. The company understands the growing demand for eco-friendly and biodegradable products, aligning with the values of increasingly informed and sustainability-conscious consumers.

The situation for Las Delicias is moderately good, although profitability remains a primary challenge. This is related to various internal and external factors affecting its performance, such as operational efficiency, inventory management, and market competition.

Table 1
Matrix SWOT

<p>Strengths F1 is broad. F2 Product Portfolio F3 Experience</p>	<p>Opportunities Growth of the market. Unmet consumer O2 needs Three new technologies.</p>
<p>Weaknesses Lack of tools to promote the product D2 Competition D3 Deterioration of the image:</p>	<p>Threats A1 Entry of new competitors A2 Changes in consumer preferences Economic Crisis 3.</p>

Note: The authors.and .by 2024.

Additionally, an EFE-EFI matrix was used to assess factors, yielding values close to 2.9, as shown in Figure 2. In this case, for the distributor analyzed, after calculating the EFI and EFE indices, the scores can be added to identify the strategic quadrant to which it belongs. If the EFI + EFE index falls within a high and favorable range, it would indicate a solid strategic position and a favorable environment for growth and expansion. In this quadrant, the recommended strategy would be "Grow and Build," which involves leveraging internal strengths and external opportunities to expand the distributor, diversify its services, and strengthen its position in the disinfectant market. This could be achieved through investments in technology, geographic expansion, development of new services, and strategic collaborations with key partners in the disinfectant sector.

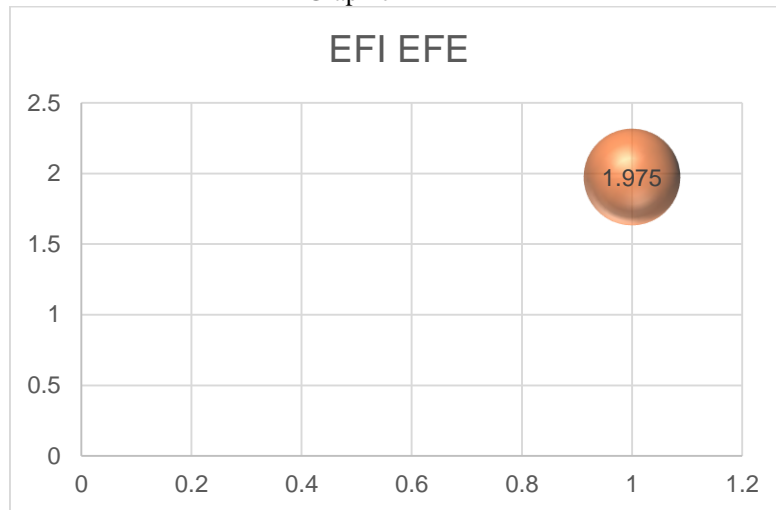
Table 2
Factors EFE and.EFI

External Factors Evaluation Matrix (EFE)			
Critical Success Factor	Value	of qualification.	A weighted qualification.
Opportunities - 60%			
Growth of the market.	0,2	Three	by 0.6
Unmet customer needs	by 0.15	Three	0.45
of new technologies.	by 0.25	4	0,1
Threats - 40%			
of new competitors.	0,2	2	by 0.4
Changes in consumer preferences	by 0.1	1	by 0.1
The economic crisis.	by 0.1	1st	by 0.1
of weighted value.			2,025

Matrix of Internal Factor Assessment.by EFI.and)			
Critical Success Factor	and Valor.	Rating	A weighted qualification.
Strength of 50%.			
Expand corporate name	0,2	4 is	by 0.8
Portfolio of products.	by 0.1	3	by 0.3
and experience.	by 0.2	4 is	0,8
Weaknesses - 50%			
Deterioration of the image	0,1	1st	by 0.1
Competition	by 0.1	1st	0,1
Lack of tools to promote the product.	0,3	2nd	by 0.6
of weighted value.			1,975

Note: The authors.by 2024.

Figure 2
Graphic EFE-EFI



Note the authors. 2024

The figure 2, it allows us to know which factors should be enhanced oriented and which factors should be worked out. MoreOr to abandon.in order to meet the proposed objectives.

Examination of Internal and External Documents

The review of internal and external documents is a critical step in understanding a company's current performance, challenges, and opportunities for improvement. This analysis provides a comprehensive overview of past actions, achievements, and areas requiring a stronger strategic focus. In the case of Distribuidora Las Delicias, this review focused on management reports, performance evaluations, market analyses, and reports related to the cleaning and disinfection products industry.

Internal Documents

Among the internal documents reviewed, inventory management reports, operational performance reports, and sales records were particularly insightful. These documents revealed recurring issues such as:

- Excess inventory affects cash flow.
- Order delivery delays causing customer dissatisfaction.
- Lack of robust marketing strategies to promote products.

A significant finding is the deterioration of the brand image due to the absence of effective promotional campaigns. Although Las Delicias offers eco-friendly and biodegradable products, it hasn't effectively communicated these differentiating attributes to its target audience. On the other hand, the review also highlighted internal strengths:

- A diversified portfolio of over 20 products.
- Nearly three decades of market experience, fostering a loyal customer base.

The internal review also included an analysis of the **EFI Matrix (Internal Factor Evaluation)**, which identified key strengths like the team's technical knowledge and high-quality product manufacturing capabilities. However, it also revealed critical weaknesses such as:

- Inadequate technological tools for business management.
- Lack of specialized personnel in marketing and logistics.

External Documents

The review of external documents focused on industry reports, market studies, and trend analyses in the Colombian cleaning products sector. These documents provided valuable insights into the competitive landscape, evolving consumer demands, and market growth opportunities.

A key finding is the growing market interest in organic and sustainable products, driven by increased environmental awareness among consumers. This presents a significant opportunity for Las Delicias, given its line of biodegradable products. However, competition in this segment is intense, with major national and international brands heavily investing in digital marketing and e-commerce strategies.

External documents also included benchmarking analyses comparing Las Delicias' performance with competitors. Brands like FullFresh and New Andino demonstrated a stronger presence on digital platforms and

employed innovative customer acquisition and retention strategies, such as social media promotions, online sales, and loyalty programs. In contrast, Las Delicias relies primarily on word-of-mouth marketing, limiting its ability to expand its customer base and strengthen its market position.

Finally, external reports highlighted macroeconomic challenges facing the industry, such as rising raw material costs and global economic uncertainty. These factors may negatively impact Las Delicias' ability to maintain competitive prices without compromising product quality.

IV. BENCHMARKING

A study was conducted across various retail outlets, specifically in the Zapatoca markets and its partner stores, Surtimax. These locations house the primary brands that directly compete with Las Delicias in the regular and maracuya-scented ecological Varsol product line. The objective was to conduct a direct comparison with key competitors, namely Full Fresh and Andino, whose market prices are detailed below. [6]

Table 2
Competition

		Products	the price.	Marketing	and positioning.
	The Delights	Las Delicias has a catalog of around 20 cleaning products for homes and industry.	They manage prices from \$1,700 to \$60,000.	Their advertising is mainly done through word of mouth, they manage an online catalog and an Instagram page.	They are positioned at the lower and upper part of the shelves both in allies Surtimax like Zapatoca
	full of. and Fresh.	They have a catalog of more than 60 products for home and industry.	Prices from \$2,500 to \$84,200.	Use of social networks (Facebook, Instagram and TikTok), catalog and online page.	They are located in a middle position on the shelves.
	New Andino	They handle a catalog of 18 cleaning products mainly for households.	Prices from \$1,800 to \$50,000.	Website and online catalogue.	It is located at the bottom of the shelves.

Note the authors. 2024

Direct competitors are full.FreshThe New Andino.

Direct Competitors: Full Fresh and New Andino

- **Full Fresh**

This company stands out for its extensive portfolio, which includes over 60 home and industrial cleaning products, significantly surpassing Las Delicias' 20 products. Additionally, Full Fresh employs a robust social media strategy across platforms like Facebook, Instagram, and TikTok, utilizing them not only for promotion but also for customer interaction and relationship building.

- **Competitive Advantage:** Full Fresh invests in digital marketing, boasting an online catalog and a website optimized for sales. This enables them to reach a wider and more diverse audience.

- **Limitations:** Despite its digital reach, inconsistencies in pricing and supplier issues can lead to fluctuations in customer preference, presenting an opportunity for Las Delicias to position itself as a reliable option.

- **New Andino**

With 18 products in its portfolio, New Andino primarily focuses on the domestic market. Although it offers less variety than Full Fresh, its competitive pricing and digital presence provide a strategic advantage.

○ **Strengths:** The company has a functional website and an online catalog, facilitating customer access to product information and ordering. Moreover, its focus on quality and operational efficiency allows it to maintain attractive prices for consumers.

○ **Weaknesses:** Its digital and promotional reach is smaller compared to Full Fresh, limiting its exposure to new markets. [7]

Market Analysis: The cleaning products market in Colombia is highly competitive, with the presence of both national and international companies, resulting in a wide variety of brands and products. This creates a niche market with high demand. Locally, certain brands dominate daily, weekly, and monthly purchases due to their various product sizes.

Needs: The disinfectant market is experiencing growth driven by increasing concerns about public health, hygiene, and the prevention of contagious diseases. Key needs include products effective against a wide range of pathogens, safe for use on various surfaces and environments, such as homes, offices, hospitals, and commercial establishments. Additionally, consumers demand eco-friendly, biodegradable options with low environmental impact, along with solutions that offer ease of use, rapid action, and good value for money. The COVID-19 pandemic has further accelerated awareness of the importance of regular disinfection, driving demand across various sectors. (2024). Analysis of the disinfectant market and current trends.

Trends

• **Digitalization and E-commerce:** Cleaning product brands must leverage the growth of e-commerce to reach new customers and improve visibility. This involves investing in an attractive website optimized for online sales and an active presence on social media to capture a wider audience, especially in a post-pandemic context where digital commerce remains an essential purchasing channel. (2024). Digitalization and e-commerce in cleaning product brands.

• **Preference for Eco-Friendly and Sustainable Products:** Consumers are increasingly interested in cleaning products that are eco-friendly, biodegradable, and minimizing environmental impact. Las Delicias could benefit from incorporating natural ingredients and promoting sustainable practices, which not only attract environmentally conscious consumers but also enhances its brand image. [9]

Market and Distribution Channels

• **Distribution Policy:** Products are shipped from the factory in Barrancabermeja and distributed to various cities across the country. Once they arrive, orders are prepared for supermarkets and partners and delivered directly to their warehouses. Delivery times depend on customer requirements.

• **Promotion Policy:** Promotion is primarily carried out through a salesperson who personally offers partnerships to supermarkets and local markets. Additionally, they promote the products through one social media network, reaching a different type of audience. [10]

Economic Estimates

• **Sales Forecast - Projections - Break-even Point:** Las Delicias already has established customers, resulting in fixed sales with its various partners.

Figure 3
Allies



Note: The authors. 2024

Having these clients and with them placing around 3-4 orders per month, we can forecast sales for the following months of the year, from June 2024 to June 2025.

Expected Results Las Delicias aims to generate future results through commercial strategies, primarily using inbound marketing, which will attract, engage, and delight customers with the wide variety of products offered. Today's customers seek to satisfy their needs and desires through general cleaning products, while also considering environmental and other factors. Upselling will also be utilized, referring to online sales through

platforms like Mercado Libre, Amazon, and other platforms that promote the product globally. With these two main strategies, the goal is to achieve future profitability and continuous improvement. [12]

Action Plan

- **Control:** Establish clear metrics to evaluate the performance of strategies, such as monthly sales, inventory levels, and delivery fulfillment. Implement a monitoring system to track customer satisfaction through surveys and feedback analysis, ensuring that products and services meet defined quality and accessibility standards. [13]
- **Organization:** Assign specific roles within the team to ensure the effective execution of commercial, logistical, and promotional policies. Define a schedule of activities, prioritizing smooth communication with strategic partners and overseeing the correct distribution from the factory in Barrancabermeja to points of sale. [14]
- **Implementation:** Launch more robust promotional campaigns using social media, e-commerce platforms, and direct sales force. Initiate inbound and upselling strategies, integrating them with existing commercial partners and new markets, prioritizing the offering of personalized products that respond to ecological trends and customer needs. [15]
- **Contingency Plan:** For the contingency plan, the company allocates the necessary resources for any event or situation that may disrupt the normal operation of the economic activity to which it is dedicated. Approximately 10-15% of the initial investment will be reserved for events such as damage to machinery, equipment, or facilities, employees, insurance policies, etc.

Strategic Analysis Strategic analysis of an organization is a fundamental process for identifying the opportunities, threats, strengths, and weaknesses that influence its performance, both internally and externally. This objective seeks to provide a comprehensive view of the company through a thorough study that allows for understanding the current dynamics of its key activities, evaluating its efficiency and effectiveness, and highlighting its competitive advantages over other organizations in the sector. [16]

V. DISCUSSION

Both articles analyze the need for a marketing plan to enhance the competitiveness and performance of two companies: Distribuidora Las Delicias and Full Clean Ltda. Both documents emphasize the importance of addressing internal and external issues to optimize the companies' image and operational capacity in a competitive market[17].

Content Comparison

Unique Elements of the Distribuidora Las Delicias Article

- **Focus on Sustainability:** Las Delicias emphasizes its commitment to eco-friendly and biodegradable products, aligning with sustainable consumption trends. This aspect is not mentioned in the Full Clean Ltda article, which seems to focus more on operational improvements and image enhancement without an explicit focus on sustainability[18].
- **Detailed SWOT Analysis:** The article on Las Delicias includes a comprehensive analysis of strengths, weaknesses, opportunities, and threats (SWOT), providing a clear overview of its market position. In contrast, the Full Clean Ltda document mentions the analysis of market variables but does not detail a similar SWOT analysis.
- **Digital Transformation:** The need to adapt to digital transformation and e-commerce is a highlight in the Las Delicias article, while the Full Clean Ltda article does not address this aspect, which is crucial in the current market context

Unique Elements of the Full Clean Ltda Article

- **Focus on Internal Organization:** Full Clean Ltda focuses on the need to redesign the company's internal organization, proposing a general objective and specific goals to guide the work. This structural approach is not mentioned in the Las Delicias article, which focuses more on marketing and positioning strategies
- **Evaluation of Internal Risks:** The Full Clean Ltda article includes an evaluation of internal aspects that may pose risks, which is essential for strategic planning. Although Las Delicias mentions operational problems, it does not delve into a risk assessment as explicitly
- **Definition of Marketing Objectives:** Full Clean Ltda clearly establishes marketing objectives from the outset, allowing for a more direct identification and planning of strategies. In the case of Las Delicias, although strategies are mentioned, the definition of objectives is not as clear [18].

Incorporating New Elements into the Distribuidora Las Delicias Article

- **Integrate a Risk Analysis:** Incorporating a section that evaluates internal risks, similar to Full Clean Ltda, could provide a more comprehensive view of operational weaknesses and help mitigate future problems [19].
 - **Organizational Structure:** Proposing a redesign of the organizational structure and specific objectives to guide the marketing plan can strengthen the strategic focus of the Las Delicias article [20].
 - **Focus on Corporate Image:** Expanding the discussion on how to improve the brand image and customer perception, similar to what is proposed in the Full Clean Ltda article, could enrich the content and provide greater depth to the marketing strategies.
- Both articles address the need for a marketing plan to improve competitiveness, but from different angles. While Las Delicias focuses on sustainability and digital transformation, Full Clean Ltda emphasizes internal organization and risk assessment. Incorporating elements from the second document into the first could offer a more comprehensive and effective approach to developing a marketing plan for Distribuidora Las Delicias [21].

VI. CONCLUSIONS

An analysis of Distribuidora Las Delicias has revealed the need for a strategic transformation to ensure its sustainability and growth in an increasingly competitive market. Despite its history and commitment to sustainability, the company faces challenges that require innovative solutions.

To overcome these challenges and capitalize on market opportunities, an action plan has been proposed that focuses on rebranding, supply chain optimization, new product development, strengthening digital presence, and customer loyalty.

Implementing these strategies will require significant investment and a cultural transformation within the organization. It is essential that all employees are involved in this process and work collaboratively to achieve the stated objectives.

Sustainability must be at the core of all company activities. By adopting more sustainable practices and effectively communicating its commitment to the environment, Distribuidora Las Delicias can attract a growing and demanding environmentally conscious audience.

Innovation will be key to differentiating itself from competitors and staying at the forefront of the market. Investment in research and development will enable the development of new products and services that meet the evolving needs of consumers.

In conclusion, Distribuidora Las Delicias has the potential to become a leader in the sustainable cleaning products market. By implementing the proposed strategies and adapting to new market trends, the company can consolidate its position and ensure long-term growth.

VII. RECOMMENDATIONS

Firstly, it is essential to reposition the Las Delicias brand as a leader in the sustainable cleaning products market. This involves investing in effective communication, both online and offline, to highlight the benefits of its eco-friendly and biodegradable products. Additionally, it is recommended to develop a more modern and attractive visual identity that reflects the company's values.

Secondly, it is necessary to optimize the supply chain to reduce costs and improve product delivery efficiency. This involves a detailed review of logistical processes, negotiation with suppliers, and the implementation of more efficient inventory management systems.

Thirdly, the company must leverage the opportunities offered by e-commerce. Developing a robust and attractive online sales platform will allow it to reach a wider audience and enhance the customer shopping experience. Furthermore, investing in digital marketing to increase the brand's visibility in search engines and social media is recommended.

Finally, it is essential to foster a culture of innovation and continuous improvement within the organization. This involves investing in employee training, encouraging idea generation, and adopting new technologies.

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