Universidad Politécnica de Madrid

Escuela Técnica Superior de Ingenieros Informáticos

X Company Final Report

Author:

José Antonio Ruiz Heredia

Teacher:

Alberto Tejero López

Date:
March 12, 2025

Contents

1   Problem

Nowadays, in the era of digitalization, technological advancements are not efficiently adopted in most of the SMEs, as they often lack enough internal resources for up-skilling. For this reason, we began to face this challenge in Spain, where we established a strong product for delivering high-quality, adaptable and innovative educational services.

We aim to expand our business, beginning with Brazil and gradually moving into other countries in the region. However, we have to face the challenge of adapting to a new market, which involves a different language, cultural differences and new regulatory requirements. This demands not only the localization of our platform and content for Portuguese-speaking users but also the introduction of new product features, such as social networking, gamification, and potentially AI-driven tools, to meet evolving customer needs.

2   Objective

Our mission is to establish a strong presence in the Brazilian market by 2025, creating a solid platform for further expansion in LATAM. We aim to achieve ambitious revenue targets, with Brazil contributing 20% of total revenue by 2026 and, consequently, LATAM reaching 30% by 2028.

In order to accomplish these objectives, we need to develop a specific strategy centered on Brazil Market. This involves establishing local partnerships, analyzing regulatory and cultural differences, and upgrading our platform with cutting-edge features.

3   Product

3.1   Description

Our educational platform already provides a structured and secure learning environment for the Spanish market. In order to enter the Brazilian market, we are upgrading this platform based on language and cultural adaptations, regulatory compliance updates and the integration of new features such as MOOC-style courses and gamification tools.

To study the potential features of the platform and order them according to their priority, we implemented the MoSCoW method presented in the Table 1. This method enables us to classify tasks into "Must-Haves," "Should-Haves," "Could-Haves," and "Won't-Haves," allowing us to focus on essential priorities.

Feature Category	Features
Must-Have (*Essential Priority*)	- Localization (language and cultural adaptations) - Regulatory compliance - Industry-specific courses
Should-Have (*High Priority*)	- MOOC-style courses - Gamification tools - Social interaction tools
Could-Have (*Intermediate Priority*)	- AI-powered tutoring - Offline access - Dashboard analytics
Won't-Have (*Don't Implement*)	- Full VR/AR integration - Enterprise solutions - Global multilingual expansion

Table 1: Feature categorization for product development

3.2 Value Proposition

In the Value Proposition, our objective is to outline the value we offer to Brazilian SMEs through our platform, addressing their specific local challenges and opportunities.

3.2.1 Customer Profile

Customer Jobs

- Equip employees with relevant skills to keep up with digital transformation.
- Ensure that the content is economical and accessible everywhere.
- Comply with local regulations.
- Measure learner progress to update learning strategies.

Pains

- Limited access to learning content in Portuguese.
- High costs and inefficiencies in the development of practical training programs.
- Online courses often lack relevance and do not provide measurable results.

Gains

- Scalable learning solutions for employee up-skilling.

- Insights to optimize training process.

- Access to high-quality courses tailored to Brazil's needs.

- Enhanced engagement through gamification and social interactions.

3.2.2 Value Map

Products & Services:

- E-learning platform with content focused on market needs.

- MOOC courses to reach a wide audience.

- Compliance tools for regulations.

- Social learning features and gamification.

Pain Relievers:

- Personalized Portuguese content that reduces the need to implement costly in-person programs.

- User-friendly platform that simplifies training management.

- Gamification and social learning technologies that enhance learning retention.

Gain Creators:

- Affordable scalability through MOOC courses.

- Tailored content relevant for Brazilian SMEs.

- Detailed analytics to guide the user through an efficient learning path.

- Social features to foster a collaborative learning environment.

4 Market

To ensure success, our product must align with market demands and follow a strategic implementation plan. In order to develop a comprehensive market analysis, we can adapt our platform to address specific needs, study our potential competitors and build collaborative partnerships.

4.1 Market Analysis

The global e-learning market is rapidly expanding, mainly driven by the digital evolution, the need for up-skilling in work environments and the variety of topics offered by online education platforms. In 2025, the market is projected to reach $203.80 billion, with an efficient improvement in the technologies offered due to the integration of AI into training platforms. In addition, the COVID-19 pandemic accelerated this growth, addressing the need for robust e-learning infrastructures around the world to adapt our source to obtain new knowledge.

Figure 1 illustrates the steady increase in the value of the e-learning market in 2017 of approximately $20 billion per year, resulting in an expected market value of $257 billion by 2028.
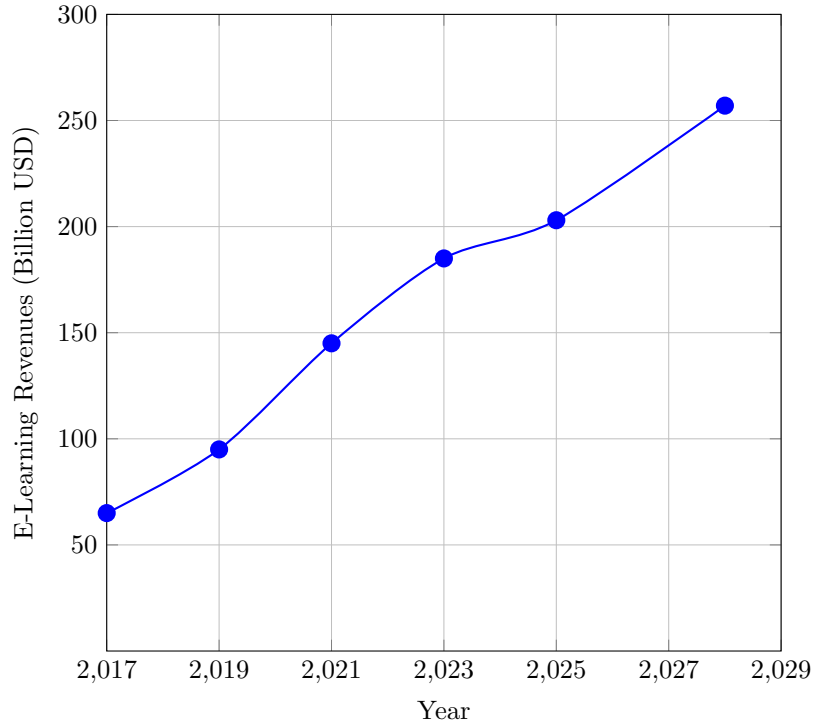
Figure 1: Growth of e-Learning market's Value

Furthermore, the number of users in online education has grown significantly, from around 360 million in 2017 to more than 860 million people currently in 2024. By 2028, this expansion is forecast to exceed 1 billion users, with China leading the way in the adoption of online education.

4.2 Types of Services Offered

- **Learning Modes**

  - **Self-Paced Learning:** Courses designed for learners to progress at their own speed, ideal to have an efficient balance between work and education.
  - **Live-session Training:** Real-time virtual classes led by experts, enabling interaction and immediate feedback.
  - **Hybrid Models:** A combination of self-paced content and live sessions, offering a customizable training experience.

- **Corporate and Specialized Training**

- **Corporate Training:** Custom modules created to meet company objectives.
- **Blended Learning Models:** Flexible solutions that combine live or on-site training sessions with digital scalability.
- **MOOC Platforms:** Affordable and accessible training for large audiences, covering both general and specialized topics.

- **Engagement Tools**

  - **Gamified Learning Systems:** Features such as leader-boards or achievements to motivate learners and improve retention.
  - **Social Learning Platforms:** Integrated community forums and collaborative tools to foster engagement

4.3   Technological aspects

- **AI-Powered Platforms**

  Due to the improvement of AI methods, learning processes have evolved to implement personalized course paths and specific recommendations. These techniques are also implemented to obtain insights that help the user track their performance and optimize the learning process.

- **Advanced Learning Tools**

  Additionally, we plan to use cutting-edge technology like virtual reality (VR) and augmented reality (AR) to create new immersive training experiences. Similarly, we focus on microlearning, an strategic training method based on delivering short and targeted content.

4.4   Other relevant aspects

- **Localized Content**

  We focus on delivering industry-specific modules tailored for the Brazilian market, specificaaly for SMEs.

- **Certifications and Accreditation**

  It is also important to include training programs offering recognized certifications to boost our credibility.

4.5   Main Players

In terms of global market, the main platforms of e-learning are *Coursera*, *Udemy* and *LinkedInd*. Table 2 present a summarized comparison of the main international platforms in e-learning.

Platform	Overview	Content for SMEs	Applicability to Manufacturing	Brazil Focus
Coursera	Global e-learning platform partnering with top universities and organizations.	Broad variety of courses including business and technology.	Offers courses on supply chain management and manufacturing.	Global focus and lack of specific Brazil industry alignment.
Udemy	Online marketplace with a vast amount of affordable courses.	General skills development, offering cost-effective options.	Courses on quality control, manufacturing processes, and industry skills.	Moderate, with localized courses in Portuguese appealing to SMEs.
LinkedIn Learning	Professional development platform integrated with LinkedIn.	Focus on business, leadership, and technology skills.	Operational management courses but lacks depth in specialized manufacturing.	Limited, as it is perceived as more suited to corporate skills than industrial training.

Table 2: Comparison of main international e-Learning companies

However, in the Brazilian market, there are several main players such as institutions, enterprises founded in the region and international companies that have successfully settled in Brazil. These main competitors obtained from the Article [3], are summarized and compared in the Table 3

Platform	Overview	Content for SMEs	Adaptability to Manufacturing	Brazil Focus
SENAI	Leading industrial education institution in Brazil.	Training programs for industrial skill development.	**High**: Courses specifically designed for industrial and manufacturing sectors	**High**: Localized and industry-specific courses
SEBRAE	Supports micro and small businesses through training and consultancy	Resources and courses focused on SME productivity and competitiveness	**Moderate**: Not deeply specialized	**High**: Widely utilized across various sectors, including manufacturing
Anthology	A global e-learning platform providing tools for education and training.	Offers scalable solutions for SMEs but not specifically targeted at industrial sectors.	**Low**: Limited direct application to manufacturing industries.	**Low**: Not localized for Brazilian markets but a global focus.
Cogna Educação	One of the largest educational companies in Brazil, focusing on K-12, higher education, and corporate learning.	Provides corporate training programs adaptable for SMEs, with limited focus on manufacturing.	**Moderate**: General educational resources with some adaptability for professional training.	**High**: Strong presence in Brazil, catering to regional education needs.
Pearson	E-learning platform specializing in professional development for various industries.	Offers courses aimed at SMEs with a focus on vocational and professional training.	**Moderate**: Courses include some manufacturing-oriented content but are not comprehensive.	**High**: Focuses on Brazilian businesses and workforce development.

Table 3: Comparison of main e-Learning institutions and companies in Brazil

4.5.1 Competitors Analysis

To estimate the relative size of some of the largest international companies (such as *Udemy* and *Coursera*) alongside influent local players (such as *Cogna Educação*), we present a comparison in Figure 2 based on their market values obtained in Google Finance [13]. This comparison provides a clear overview of their respective sizes and market resources compared to the our platform. It highlights the extremely competitive market, leading us to adopt a boutique strategy focused high-quality, innovation and personalized product to effectively compete with these industry giants.
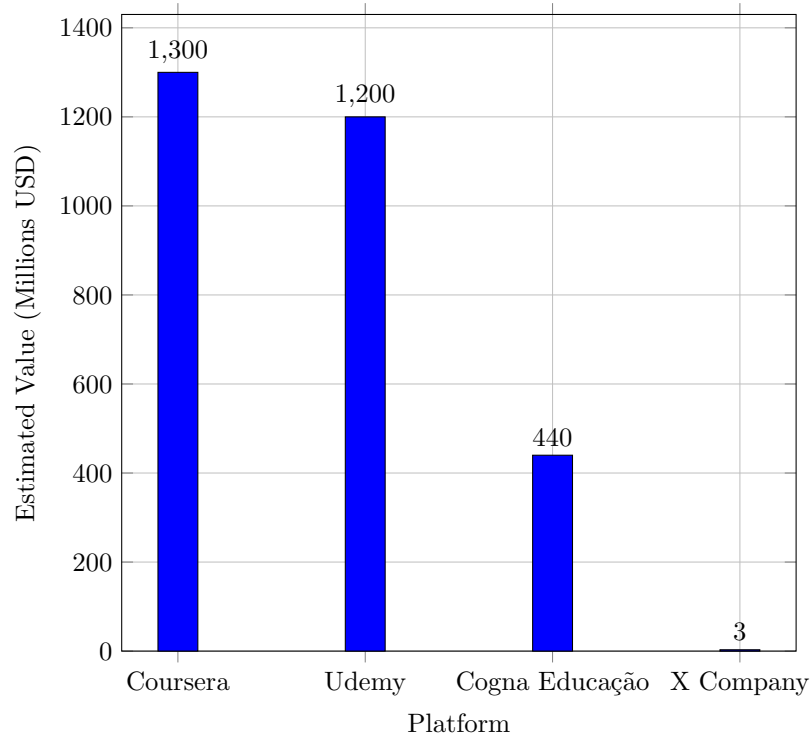
Figure 2: Size of e-Learning companies

In Figure 3, we present a radar chart comparing fsome of the main players in the e-learning market: *Udemy*, *SENAI*, *Pearson* and *Cogna Educação*, to conduct a more effective analysis of our competitors. The chart evaluates the following attributes that are crucial from both customer and market perspectives:

- **Innovation**: This measures the level of innovation in their product, such as the use of AI, gamification, VR and other technologies.

- **Product-Service**: This evaluates the overall quality of their platform, including functionality, user interface and the amount of courses offered.

- **Strategy**: This assesses how effective their strategy is in the Brazilian market.

- **Customer Segment**: This variable looks at how specific their target customer segment is. A low score means they target general customers, whereas a high score indicates a more specific focus on SMEs.

- **Market Focus**: This measures whether the company offers general courses or has specialized content for manufacturing and technical skills.

- **Marketing**: This evaluates their social reputation and brand presence in Brazil.
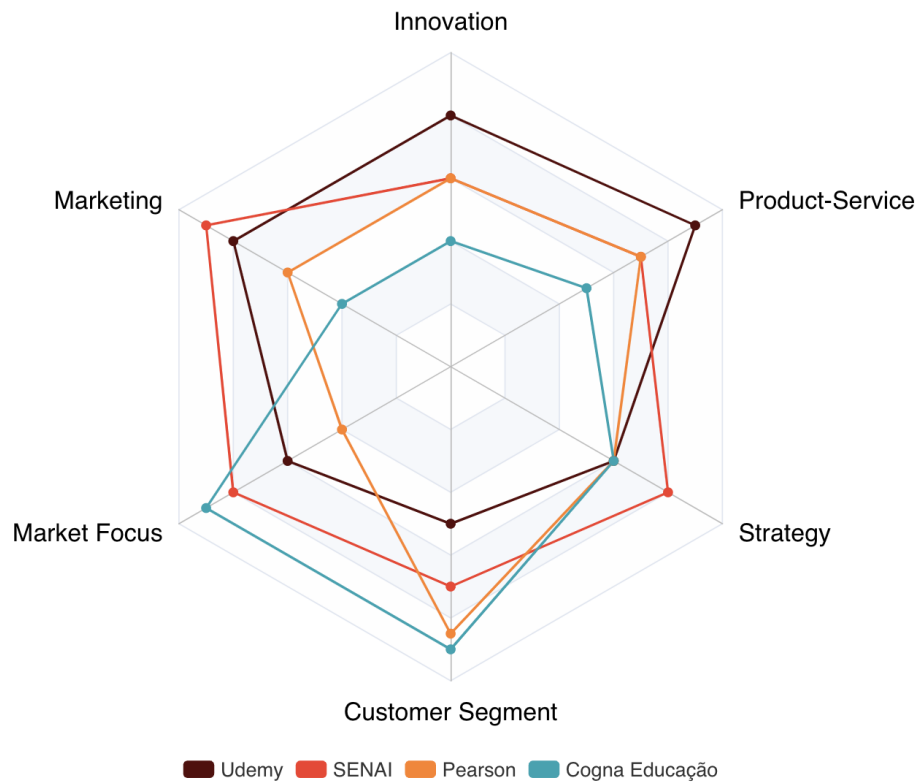
Figure 3: Comparison of e-Learning competitors

4.6 Brazil's E-Learning Market

Brazil's e-learning market is expanding rapidly due to advances in digital technologies, government programs and the increasing demand for digital skills. This growth is particularly relevant in the manufacturing and industrial sector as companies aim to implement Industry 4.0 technologies. Brazil's industrial presence makes this sector a great place for e-learning platforms that emphasize digital transformation and workforce development.

4.6.1 How is the Market?

- **Expansion of Internet Access**

  Internet connectivity in Brazil continues to grow, with more than 70% of the population now online. However, connectivity challenges remain in rural regions, where digital infrastructure is not as developed as in urban areas. In these regions, it is crucial to implement offline solutions to ensure an effective product.

- **Government Initiatives**

  Programs such as *Indústria 4.0 Brasil*, along with efforts by *SEBRAE*, *SENAI* and other intitutions, Brazilian industries are driving to a more digitalized market. These initiatives provide an opportunity for e-learning platforms to align with the national objective of up-skilling workers to a more digital industry.

- **Industry 4.0 and Digital Transformation**

The manufacturing sector in Brazil is undergoing a great transformation, adopting Industry 4.0 technologies such as automation and AI. This requires specialized programs focused on these areas, providing an opportunity for e-learning platforms to offer targeted training.

- **Flexibility of Learning Models**

  The increasing demand for self-paced learning reflects the changing dynamics of Brazil's environment. E-learning platforms that offer flexible learning schedules can attract professionals looking to balance their education with their career responsibilities.

4.6.2 Market Size and Growth

Brazil's online education industry is expected to develop a strong annual growth rate of 27.92%, from $929.5 million in 2024 to $3.18 billion by 2029. This expansion is especially noticeable in the industrial sector, where the adoption of the digital transformation rises the need for upskilling.

By 2029, there will be 47.1 million users in the online education space, with the industrial sector predicted to be the highest increase. The need for specialist training programs will grow as businesses embrace more digital solutions.

In addition, we observe that 99% of Brazil's companies are classified as SMEs, meaning that they represent a significant portion of the workforce and economic activity. As these companies increasingly adopt digital technologies, the demand for e-learning platforms tailored to their specific needs will rise as well.

Challenges and Barriers to Adoption

- **Basic Digital knowledge**

  A significant portion of workers in Brazil's manufacturing and industrial sectors lacks basic digital skills. This presents a challenge for e-learning platforms aiming to introduce advanced digital tools and technologies.

- **Infrastructure Gaps**

  While internet access is expanding in Brazil, rural areas remain unconnected. This limits the effectiveness of online platforms. Hybrid learning solutions or offline access options will be necessary to reach these regions.

- **Affordability and Scalability**

  Many Brazilian SMEs operate with limited budgets, making affordability a key factor in the adoption of e-learning platforms. Subscription-based models that offer flexible pricing will be essential for this segment of the market.

- **Resistance to Change**

  Traditional manufacturing companies may resist adopting new digital tools and training solutions due to concerns about complexity and cost. To overcome this, e-learning platforms must clearly demonstrate the value of digital transformation and offer practical training that directly applies to everyday work tasks.

4.7 Analysis and Selection of Collaborators

We are focused on forming partnerships that bring measurable benefits to both our clients and our organization. Our collaboration strategy prioritizes meaningful relationships with institutions, industry experts and manufacturing companies ensuring that these partnerships meet our mission

and growth objectives. Furthermore, we aim for collaborations that offer long-term scalability, ensuring that solutions can be deployed across Brazil with lasting expectations.

After evaluating various potential collaborators, we have identified two main areas for collaboration that will help us enhance our services and expand our market.

Collaborator for Industry and Cultural Specific Content

For this collaboration, we need a partner with strong expertise on developing content for the industrial sector. This partner will help us to ensure that the content is not only relevant but also culturally and linguistically appropriate. Our ideal choice is **SEBRAE** (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas).

- **Reason for Selection:**
  SEBRAE is one of Brazil's most respected institutions supporting small and medium enterprises. With its deep understanding of the challenges faced by SMEs, SEBRAE can provide insights into creating content that fulfill the needs of these businesses.

- **Mutual Benefits:**
  SEBRAE will benefit from our innovative e-learning platform, which can enhance their existing training with our digital and innovative solutions. In return, we gain access to SEBRAE's extensive SME network, which will facilitate the distribution and adoption of our platform across Brazil.

Collaborator for Technological Innovation and Advanced Learning Features

To differentiate ourselves in the competitive Brazilian e-learning market, we need a partner who excels in integrating cutting-edge technologies such as AI and gamification into learning solutions. Our ideal collaborator in this area is **TOTVS**, a leading Brazilian technology company that provides enterprise software solutions.

- **Reason for Selection:**
  TOTVS is a recognized leader in software solutions for businesses in Brazil, particularly in the manufacturing and industrial sectors. Based on their expertise in digitizing business processes and providing scalable solutions, TOTVS is capable of integrate advanced technologies in our platform.

- **Mutual Benefits:**
  By working with TOTVS, we gain access to their advanced technological capabilities, which will significantly enhance the functionality and efficiency of our platform. Similarly, TOTVS benefits from collaborating with an innovative e-learning provider, expanding the reach of its technology into new markets.

4.8 Clients Segmentation

Based on the comprehensive market analysis, identified challenges and potential collaborations, we have segmented our target clients. This segmentation ensures we focus on the most relevant clients and tailor our strategies to meet their specific needs.

4.8.1 Primary Client

Our main client is *Ferro e Aço Ltda*, a small to medium-sized enterprise (SMEs) with 50-250 employees. It is predominantly based in industrial hubs such as São Paulo, Minas Gerais, Paraná and Rio Grande do Sul.

They are primarily focused on sectors such as steel structures, machinery manufacturing, automotive components and food processing, with a growing presence in secondary industrial regions across Brazil. In addition, their need to integrate digital solutions to their model makes our solutions a great opportunity to develop digital skills across their workforce.

Needs and Pain Points:

- **Workforce Up-skilling:** A need for practical training in digital manufacturing, automation and data analysis.

- **Affordable Training:** Budget limitations make it essential to have access to affordable training programs of their specific industry needs.

- **Localized Content:** Training programs in Portuguese and culturally relevant to match their specific industry.

- **Practical Training:** Courses that go beyond theoretical knowledge to ensure that the learning process is applied directly in their operational environments.

4.8.2 Other Potential Clients

We can highlight other potential clients that come from various sectors, each with different needs aligned with their industry's digital transformation journey.

Our selection process prioritizes industries that are undergoing rapid technological change and require specialized workforce training. The potential clients are classified and compared in the Table 4.

Company Name	Sector	Needs	Pain Points
Malharia Princesa Ltda	Textile manufacturing	Modernization and digitalization of production processes	Limited digital expertise and need for affordable and scalable training solutions
Fábrica de Móveis e Decoração São Paulo Ltd	Furniture manufacturing and interior design	Employee training in digital design tools and automated production processes for furniture	Limited workforce expertise in digital tools for design and production
Metalúrgica Sul Ltda	Metalworking and component manufacturing	Training in machine operation, maintenance and automation processes	Affordable training combining theory and practice
Auto Peças Curitiba Ltda	Automotive components manufacturing	Digital supply chain management and training in smart manufacturing systems	Scaling digital transformation and operational efficiency
Mecânica Precisão Ltda	Precision machining	Adoption of Industry 4.0 practices, including automation and smart factory integration	Digital skills in precision machining
Doces Vale do Sol Ltda	Food processing	Integration of digital inventory management and workforce training in digital tools	Practical skills applicable to production lines
Eletrônica Tech Ltda	Electronics manufacturing and assembly	Training in digital manufacturing, automation and assembly line technologies	Technical skills in advanced manufacturing technologies
Automações e Sistemas Ltda	Automation and control systems provide	Adoption of automated quality control and training in digital assurance tools	Knowledge in automation technologies to stay competitive in the market
Plásticos e Embalagens Brasil Ltda	Plastic manufacturing and packaging	Employee up-skilling in advanced automation systems, programming for robotics and Industry 4.0 technologies	Scalable training tailored to multiple locations and industry needs
Indústria Têxtil Nova Era Ltda	Textile manufacturing	Sustainable manufacturing practices and automation integration	Limited knowledge of digital textile design and automation

Table 4: Comparison of potential clients

4.9 Market Positioning

Market positioning defines the strategic place that our product needs to occupy relative to its competitors. It has to emphasize the unique differentiators to stand out in the industry.

To secure a competitive edge in the Brazilian market, the platform must align with the unique needs of the segmented potential clients. For this reason, our online platform is designed to offer a flexible, scalable and affordable learning solution for manufacturing and industrial SMEs in Brazil. In addition, our value proposition need to be refined to stand out from settled competitors like *Udemy, Cogna Educação* and other local and international players.

The Table 5 shows an analysis of our current differentiation strategies compared to the strengths of the main competitors defined previously.

Competitor	Market Strengths	Differentiation Opportunity
SENAI	Leading player in industrial training, with extensive credibility in Brazil's manufacturing sector.	SENAI is centered in traditional learning models, therefore it lacks innovative and digital solutions. Our platform combines affordable and scalable online learning with practical application.
Pearson	Global expertise in educational content and technology, with a focus on personalized learning solutions.	Pearson's offerings are broader and less tailored to Brazil's SME manufacturing sector. We provide industry-specific training in Portuguese, aligned with local regulations and market needs.
Cogna Educação	A major player in Brazil's education market, with strong brand recognition and a wide network of institutions.	Cogna's focus is on traditional academic education, with limited offerings for SME workforce training. Our platform bridges this gap with digital, customizable and practical learning for SMEs.
Udemy	Wide range of courses covering business, technology and industry-specific topics.	International platform that lacks localized content focused on Brazilian market. Our platform provides industry-specific courses in Portuguese, aligned with Brazilian regulatory standards and cultural differences.

Table 5: Analysis of differentiation opportunities

Based on our market analysis and segmentation, SMEs in Brazil are looking for learning solutions that provide localized and industry-relevant content ensuring it to be affordable. In addition, manufacturing companies, particularly in automation and digitization, require training that goes beyond theory and includes practical experience.

Our platform is well-positioned to address these needs with a proposition that combines theoretical learning with practical training to stand out from our competitors. Furthermore, by prioritizing market penetration and product innovation, the platform can achieve a sustainable growth and a competitive edge in the long-term e-learning market.

4.9.1 SWOFT Analysis for Brazil Expansion

Table 6 summarizes the SWOFT analysis for our strategic expansion into Brazil. It highlights strengths, weaknesses, opportunities, focus areas and threats to ensure a extensive understanding of the market and our company's positioning.

Category	Key Points
Strengths	- Tailored content and partnerships. - Technological edge with AI, ML and gamification. - Hybrid learning model combining online and in-person training.
Weaknesses	- High initial resource requirements for expansion. - Limited brand presence in Brazil. - Cultural and regulatory adaptation challenges.
Opportunities	- Growing demand for workforce up-skilling in SMEs. - Alignment with government initiatives in education. - Technological advancements driving adoption of AI and AR/VR.
Focus Areas	- Key local markets (São Paulo, Minas Gerais, Paraná). - Conducting pilot programs to validate and refine the product. - Partnerships with local and global entities.
Threats	- Competition from local and global tech players. - Technological barriers in infrastructure adoption. - Risks of non-compliance with regulations.

Table 6: SWOFT analysis for Brazil expansion

5 Story

Our journey began in 2020, when three engineers in Spain came together with the objective to revolutionize education and empower individuals to excel in the digital world. Having witnessed firsthand how businesses struggled to keep up with the evolution of technologies, we recognize that providing workers with the right skills was not just important, but essential for growth and innovation. This analysis led to the creation of a platform designed to renhance workers skills and transform industries by providing practical education.

By 2024, our company became a trusted partner for organizations in Spain, helping businesses up-skill and prepare for the future. But the journey didn't stop there. Expanding into Brazil became a natural evolution that felt not only like an opportunity, but like a responsibility. Brazil's SMEs, particularly in the industrial sector, are a vital part of the country's economy. Yet, they face significant barriers, including limited access to affordable training, cultural differences and a lack of innovative educational content. This challenge increased our belief that innovation requires understanding, trust and determination to shape a valuable future.

6 Team Structure

The Table 7 reflects both the current available and the necessary roles to grow the platform and business effectively. The estimated costs are approximations based on market averages for such positions gathered from Jobicy [16].

Role	N.	Description	Annual Cost (EUR)
Available Roles			
CEO	1	Leads vision, strategy, and partnerships.	180,000
Administrative Staff	2	Administrate company operations.	100,000
Marketing and Growth Manager	1	Grow the company's presence in the market.	88,000
Senior Software Engineer	1	Build and maintain the platform features.	78,000
Junior Software Engineer	4	Build and maintain the platform features.	192,000
Needed Roles			
AI/ML Engineer	1	Develop AI models to obtain course insights and structure learning paths.	94,000
Software Engineer (New Features)	1	Develop new features focused on gamification and social learning.	78,000
UX/UI Designer	1	Develop a user-friendly platform design.	72,000
Data Privacy & Compliance Officer (Brazil)	1	Ensure adherence to market regulations in Brazil.	40,000
Sales Manager (Brazil)	1	Analyze and develop the client acquisition strategy in Brazil.	37,000
Business Development Manager (Brazil)	1	Build relationships with collaborators in Brazil.	37,000
Implementation Consultant (Brazil)	1	Ensure the customization and translation of the system to the new market is seamlessly incorporated.	34,000
Customer Success Manager (Brazil)	1	Ensure support and client satisfaction.	31,000
Future Acquisitions			
Security Engineer	1	Identify and mitigate security vulnerabilities.	91,000
Financial Data Analyst	1	Gather and analyze market data to help the company make strategic decisions.	68,000
Innovation Strategy Manager	1	Oversee R&D partnerships, innovation projects and funding opportunities.	68,000
Community Manager	1	Manage online community interactions and engagement.	30,000
Educational Content Specialist	1	Develop custom course material aligned with client needs.	28,000
Junior Data Analyst	1	Support analysis of user data and trends.	25,000
		Current Cost	**638,000**
		Current with Brazil Entry Cost	**989,000**
		Total and Estimated Future Cost	**1,568,000**

Table 7: Team structure analysis

7 Plan

7.1 Our objective

Our approach is based in the transformative power of education. We understand that when workers are empowered with the right skills, businesses grow and communities evolve. Our mission is to bring localized and relevant training to Brazil, combining AI-driven tools and collaborative learning methods to ensure that businesses and workers are equipped to succeed in today's rapidly evolving landscape.

Therefore, our mission is to serve the people who need us most, such as the worker who needs to learn, the business aiming for improvement and the entrepreneur working to scale the company. We aim to create educational solutions that address these real needs, providing practical training that fosters growth, supports innovation and builds a culture of continuous learning.

7.2 Our mission

Our expansion into Brazil represents more than just business growth, it's about making a genuine difference in the lives of workers and businesses. We are committed to build partnerships with local institutions, ensuring our solutions are deeply aligned with the needs of Brazilian industries. By introducing innovative tools such as gamification and community-based learning, we will continue to refine our offerings to better serve the local market.

For us, innovation is not just about cutting-edge technology, it's about creating solutions that solve real-world scenarios and make life better for those we serve. This journey is a collective effort with the people and companies we work with to build a future where education progress based on innovation and cooperation.

7.3 Strategic Plan

Our proposed product will be achieved through strategic partnerships, regulatory compliance and a focus on innovation. In order to address the challenges and opportunities in this industry, the company needs to follow a strategic and well-designed plan.

- **Tailor Content to Regional Market Demands**

  Develop tailored learning content for Brazilian SMEs that incorporates local case studies, industry challenges, and regulations, addressing their unique needs. In addition, collaborate with local experts and regulatory bodies to ensure alignment with industry standards and the latest trends. Provide all training materials in Portuguese to enhance accessibility and employee engagement.

- **Innovate with Learning Approaches**

  Create a flexible hybrid learning ecosystem combining online modules for theoretical knowledge with in-person workshops for practical skill-building. It is also crucial to develop modular learning paths that allow SMEs to target specific skills or certifications to meet their development needs.

- **Leverage Cutting-Edge Technology to Enhance Learning Experience**

  Integrate advanced technologies such as AI, ML and Big Data Analytics to create personalized learning pathways, enhance engagement with gamification elements like leaderboards and try AR and VR technoogies for immersive training experiences, enabling workers to practice skills in a virtual environment.

- **Establish Strategic Collaborations for Market Penetration**

  Build partnerships with local business development organizations like SEBRAE to tap into a broad network of SMEs and deliver specialized training solutions. Work alongside industry associations to pinpoint skill gaps in the manufacturing sector and jointly create targeted content. Collaborate with both local and global companies like TOTVS to develop technology-driven solutions. Additionally, team up with corporate training providers to adapt existing programs, ensuring they are both relevant and scalable for SMEs.

- **Build Market Visibility and Trust**

  Launch targeted marketing campaigns in key manufacturing regions like São Paulo, Minas Gerais and Paraná. Strategically position the platform as an industry leader through contributions to industry publications, webinars and discussions on workforce development in Brazil. Moreover, it could be benefitial to partner with government bodies and local communities to host training bootcamps and workshops.

- **Conduct Pilot Programs to Validate and Adapt Offerings**

  Launch pilot programs across various manufacturing sectors to assess the effectiveness of new content, hybrid learning models, and technological features. After that, use data-driven insights from these pilots to continually refine training offerings, ensuring they meet market needs. Also, gather direct feedback from SMEs on the platform's user experience and its impact on employee performance and business outcomes.

- **Ensure Affordability and Scalability for SMEs**

  Offer flexible tiered pricing models for SMEs, including pay-per-use and subscription-based options to ensure affordability and scalability. Develop a freemium or basic access plan to allow SMEs to test the platform before committing to full adoption. Introduce group discounts and loyalty incentives for businesses that purchase training for multiple employees or sign long-term contracts.

- **Expand Technological Ecosystem Through Key Partnerships**

  Form partnerships with top technology providers like Oracle and AWS to enhance the platform's functionality and scalability with advanced cloud infrastructure and AI tools. In addition, work with robotics and automation companies to offer specialized training on the use of advanced machinery, enhancing the skills of workers in sectors such as automotive and electronics.

7.3.1 Action Plan Timeline

Table 8 presents a detailed timeline for the product development based on the strategic plan previously explained.

Timeframe	Action	Goal
Short-Term (0–12 months)	Tailor Content to Regional Market Demands	Establish a content localization team and begin developing contextualized learning modules
	Innovate with New Learning Approaches	Research and design hybrid learning models for online and in-person delivery
	Build Market Visibility and Trust	Begin developing the localized marketing strategy and create initial campaigns
	Leverage Cutting-Edge Technology to Enhance Learning Experience	Begin integration of AI-powered learning paths, gamification, and analytics into the platform
	Establish Strategic Collaborations for Market Penetration	Finalize partnerships with local institutions and industry bodies
	Pilot Programs to Validate and Adapt Offerings	Launch pilot programs with select SME partners to test content, hybrid models, and technologies
Mid-Term (1–2 years)	Hybrid Learning Model Rollout	Roll out the hybrid learning model and expand partnerships with institutions like SENAI for in-person training components
	Expansion of Technological Features	Integrate AR/VR technologies into the platform for immersive skills training
	Strengthen Market Presence	Increase market awareness through industry events and webinars on workforce digitalization
	Monitor and Refine Pilot Programs	Gather feedback from pilot programs and incorporate it into platform improvements
Long-Term (2–5 years)	Continuous Improvement and Scaling	Scale operations to reach a larger number of SMEs across Brazil and expand content offerings
	Long-Term Partnerships and Strategic Growth	Continue to build strategic relationships with technology providers (e.g., SAP, Microsoft) to enhance platform capabilities

Table 8: Detailed timeline for the execution plan

7.3.2 Key Performance Indicators

Key Performance Indicators (KPIs) are essential metrics used to track the progress and success of specific actions of the strategic plan. The following Table 9 outlines the KPIs associated with the objectives of the company.

Timeframe	Action	Key Performance Indicators (KPIs)
Short-Term (0–12 months)	Tailor Content to Regional Market Demands	Number of localized modules developed, SME feedback on content relevance, time to market for first modules
	Innovate with New Learning Approaches	Number of hybrid models designed, user engagement rates, satisfaction scores from pilot groups
	Build Market Visibility and Trust	Number of marketing campaigns launched, audience reach, engagement rate, brand recognition metrics
	Leverage Cutting-Edge Technology to Enhance Learning Experience	Progress on AI integration, number of gamification features implemented, user engagement with AI-based paths
	Establish Strategic Collaborations for Market Penetration	Number of partnerships finalized, partnership engagement levels, number of joint events or initiatives
	Pilot Programs to Validate and Adapt Offerings	Number of pilot programs launched, SME feedback on content and learning model, improvements made based on feedback
Mid-Term (1–2 years)	Hybrid Learning Model Rollout	Number of institutions partnered with, number of hybrid learning sessions delivered, learner satisfaction and performance improvements
	Expansion of Technological Features	Number of AR/VR features integrated, user adoption rate, learner satisfaction with immersive features
	Strengthen Market Presence	Number of events/webinars organized, attendance rates, media mentions, post-event engagement
	Monitor and Refine Pilot Programs	Number of feedback responses collected, improvements made to the platform, usage and engagement rates post-improvement
Long-Term (2–5 years)	Continuous Improvement and Scaling	Number of SMEs onboarded, content modules developed, growth in platform usage and revenue
	Long-Term Partnerships and Strategic Growth	Number of new strategic partnerships, number of new technological features integrated, partner satisfaction levels

Table 9: Key performance indicators (KPIs) for the action Plan

7.4   IP Strategy

The IP strategy detailed in Table 10 aims to protect innovations, maintain a competitive advantage, and generate revenue from our proprietary assets in the e-learning market.

- **Protection Strategy:** The company will secure patents for core technologies, register trademarks, protect software and documentation via copyrights.

- **Commercialization Strategy:** The focus is on generating revenue through licensing, forming collaborative partnerships with industry leaders, contributing to open innovation and continually expanding the IP portfolio.

Timeframe	Action	Details
Short Term (0–12 months)	Copyright Protection	Secure software code, UI designs, and platform documentation under copyright laws
	Domain Name Protection	Secure domain names in Brazil (.br) for the platform
	Trademark Protection	Register trademarks with INPI in Brazil
	NDAs Implementation	Establish NDAs and trade secret training for employees and contractors
Mid Term (1–3 years)	Licensing Launch	Create licensing agreements to secure the product and generate revenue
	Monitoring and Enforcement	Monitor the marketplace to take legal action against violators
	Portfolio Expansion	File additional patents for platform innovative tools with INPI and WIPO
	IP Auditing and Monitoring	Conduct regular audits of the IP portfolio and track competitors' filings to identify opportunities
Long Term (3–5 years)	Open Innovation Initiatives	Contribute non-core technologies to open-source projects and academic collaborations to enhance credibility
	Litigation Preparedness	Develop a legal framework and allocate resources for IP enforcement and handling infringement cases

Table 10: IP strategy timeline and details

7.5   Platform

Our platform is a forward-thinking, adaptable, and scalable learning solution designed to equip Brazilian manufacturing SMEs with the necessary skills to excel in the era of Industry 4.0. By combining modern digital tools with localized, culturally relevant content, our platform addresses the unique challenges of Brazil's manufacturing sector. We aim to offer highly customizable training that empowers workers and businesses to not only keep up with technological advancements but also drive innovation within their operations.

At the core of our platform is a commitment to providing real-world, practical knowledge. We recognize that learning is most effective when it's both engaging and relevant, which is why we emphasize hands-on training experiences alongside theoretical learning. As we continue to refine

our platform, we will incorporate hybrid models by partnering with local institutions such as SENAI, enabling the seamless integration of online and in-person learning to enhance the practical application of skills.

Training Areas

- **Technical Competencies:** Automation, robotics, IIoT, data analysis, machinery operation, and quality control.

- **Process Improvement:** Lean manufacturing, Six Sigma, and digital supply chain management.

- **Leadership and Soft Skills:** Team management, workplace safety, and communication in digital environments.

Content Delivery Formats

- **Video Lessons:** High-quality instructional videos demonstrating key concepts and applications.

- **Interactive Content:** Quizzes, simulations, and exercises for real-time skill practice.

- **Printable Resources:** Downloadable guides, checklists, and reference materials for offline use.

Advanced and Specialized Content

- **Industry 4.0 Focus:** Topics such as predictive maintenance using AI, digital twins and smart manufacturing.

- **Gamified Learning:** Role-based challenges and competition-driven learning paths.

Levels of Training

- **Basic Training:** Introduction to digital tools and manufacturing processes for novice workers.

- **Intermediate Training:** Specialized modules for deepening skills in specific manufacturing areas.

- **Advanced Training:** Expertise-level content for managers and specialists, focusing on leadership in Industry 4.0 and strategic problem-solving.

Support and Services

- **Customer Support**: Available 24/7 with dedicated account managers to assist clients.

- **Training & Onboarding**: Offers resources to help clients effectively access and implement our e-learning processes

7.6 Brand Design

Brand Name

DOVA combines "Data" with "Nova," representing a new approach to obtain, process and incorporate new data through an innovative learning process.

Brand Message

DOVA stands at the intersection of cutting-edge technology and strategic up-skilling. It addresses critical industry needs in e-learning and technology, offering solutions that that enhance personlal and profesional growth.

Tagline Options

- "Innovating Learning, Driving Futures."

- "Empowering skills through Innovation."

- "Shaping Tomorrow's Workforce, Today."

Logo

Our chosen logo concept is presented in Figure 4, where we aimed to maintain a formal and minimalist style that conveys both innovation and professionalism, while reflecting our technological field.

Figure 4: Logo concept.

7.7 Funding

7.7.1 Funding Needs

To successfully develop and scale the platform, various funding needs will arise across different categories. Table 11 breakdowns key categories, associated costs and the timeline for our funding needs.

Phase	Funding Requirements (EUR)	Timeframe
Phase 1: Initial Market Entry	400,000	0 - 6 months
Phase 2: Platform Development	700,000	6 - 12 months
Phase 3: Hybrid Model Integration	900,000	12 - 18 months
Phase 4: Technological Expansion	1,100,000	18 - 24 months
Phase 5: Scaling and Full Deployment	1,300,000	24 - 36 months
Phase 6: Long-Term Growth & Sustainability	900,000	36+ months (Ongoing)

Table 11: Analysis of funding requirements

7.7.2 Funding Sources

To support our expansion plan in Brazil, we will secure funding from both Internal and External sources which are summarized in the Table 12.

Source	Detail	Amount (EUR)
Internal Sources	Revenue from Platform Subscriptions	600,000
	Funding from collaborations with Local Institutions (SENAI and SEBRAE)	400,000
	Revenue from Large Companies purchasing Customized Training Solutions.	350,000
	Cash Reserves from 2024	170,000
External Sources	Venture Capital Firms	1,200,000
	Government Grants	500,000
	Bank Loans	600,000
	Angel Investors (in exchange for equity or debt)	300,000
	Crowdfunding	150,000

Table 12: Analysis of funding sources

7.7.3 Funding Conditions

The strategy for accepting funding from an institution or company should focus on aligning with long-term growth and ensuring control over core technologies. The funding institution should agree with the company's mission in terms of innovation, learning process and strategic plan.

In addition, it is also important to avoid rigid repayment schedules or performance targets that could limit the company's agility to compete in the market.

8 Innovation

Innovation is a key in DOVA's expansion strategy. It is a continuous driver of our strategies, enabling us to provide scalable, flexible and high-quality training solutions that empower SMEs to adapt to the digital transformation landscape. We prioritize the development of features that answer the needs of the industrial sector, such as AI-powered learning paths, data-driven insights and social learning environments. Innovation is not just about introducing new technologies, it's about ensuring that these advancements are relevant, effective and tailored to meet the needs of our clients.

8.1 How does Innovation at X Contribute to the Expansion Plan?

Innovation is central to the success of our expansion strategy, particularly as we enter the Brazilian market and plan to extend to other LATAM countries. It allows us to deliver localized and culturally relevant training content, ensuring our solutions are aligned with industry standards and regulatory requirements. Through innovation, we are able to provide an adaptable platform that supports the diverse learning needs of SME employees. Our strategic focus on developing advanced features such as predictive analytics, adaptive learning modules and personalized recommendations ensures we can continually meet the specific demands of our clients. Innovation positions us to stand out in the competitive landscape and strengthens our market entry, ensuring our platform delivers long-term value.

8.2 How is Innovation at X?

Innovation in DOVA is driven by both internal capabilities and external collaborations, ensuring that we remain at the forefront of e-learning advancements. In order to achieve this, we continuously refine our platform to stay ahead of technological advancements. Our aim to expand into more advanced areas lead us to focus on providing foundational features like gamification, AI-driven analytics, adaptive learning technologies and collaborative learning tools. These innovations will ensure our platform is future-proof, providing SMEs with a robust tool that enables continuous learning and development.

8.3 Innovation Management at X?

DOVA manages innovation through a structured, yet flexible approach to ensure agility and alignment with strategic goals. We implemented an internal culture of innovation by continually enhancing our platform's features and incorporating feedback from SMEs. Externally, we collaborate with content creators, technology providers and academic institutions to integrate the latest trends and technological advancements into our platform. This approach ensures that our innovations are practical and aligned with the needs of the sector.

8.4 Innovation Partnerships

Our strategic plan is reinforced by establishing key partnerships with various stakeholders in multiple sectors. To ensure our platform is fully localized and meets the specific needs of Brazilian SMEs, we plan to collaborate with local institutions such as SENAI. Additionally, collaborations with technology leaders in fields like AI, data analytics and gamification will allow us to integrate this advanced features and improve the overall learning experience.

8.5 Innovation Projects in the European Context

The European market offers unique opportunities for innovation, specially in online learning platforms and AI-driven tools. We actively pursue funding from EU innovation programs such as Horizon Europe and Digital Europe, supporting the development of new e-learning applications.

Our innovative projects enable us to leverage proven technologies and methodologies, accelerating our entry into the Brazilian market. By adapting our European innovations to new local markets, we ensure that our platform is not only globally competitive but also deeply relevant to the unique needs of SMEs in Brazil.

References

[1] Alvarez, C. (2014). *Lean customer development: Build products your customers will buy.* O'Reilly Media.

[2] Anthology (2024). Official website. https://www.anthology.com/pt-br

[3] Arizton Advisory & Intelligence (2024). Brazil E-learning Market - Industry Analysis and Forecast 2024-2029. https://www.arizton.com/market-reports/brazil-e-learning-market.

[4] Brasil Ferro e Aço (2024). https://www.brasilferroaco.com.br.

[5] Cogna Educação (2024). Official website. https://www.kroton.com.br

[6] Coursera (2024). Explore courses from top universities and companies worldwide. https://www.coursera.org.

[7] Drucker, P. F. (1985). *Innovation and entrepreneurship.* HarperBusiness.

[8] The Educator (2023, January 9). Online education revenue growing $20bn per year – research. The Educator Online. https://www.theeducatoronline.com/k12/news/online-education-revenue-growing-20bn-per-year--research/285823.

[9] eLearning Industry (2024). Evolution of eLearning: Trends and innovations shaping the industry. https://elearningindustry.com/evolution-of-elearning-trends-and-innovations-shaping-the-industry.

[10] European Commission (2021). Horizon Europe: Work programme 2021-2022. https://ec.europa.eu/info/funding-tenders/opportunities/portal.

[11] European Commission (2021). Digital Europe Programme guide. https://ec.europa.eu/info/funding-tenders/opportunities/portal.

[12] Globenewswire (2024). Brazil eLearning Focused Insights Report 2024-2029: Market to Reach $4.27 Billion with Anthology, Blackboard, Cogna Educação, Hotmart, Pearson, and Telefónica Dominating. https://www.globenewswire.com/news-release/2024/05/21/2885766/28124/en/Brazil-eLearning-Focused-Insights-Report-2024-2029-Market-to-Reach-4-27-Billion-with-Anthology-Blackboard.html.

[13] Google Finance (n.d.). Retrieved January 13, 2025. https://www.google.com/finance/?hl=es.

[14] Harvard Business Review (2020). Open innovation in AI: Best practices. https://hbr.org/2020/09/open-innovation-in-ai-best-practices.

[15] Instituto Nacional da Propriedade Industrial (INPI) (2024). https://www.gov.br/inpi.

[16] Jobicy (n.d.). Remote salary directory. Jobicy. https://jobicy.com/salaries.

[17] Cogna Educação (2024). Official website. https://www.kroton.com.br

[18] LinkedIn Learning (2024). Professional courses aimed at skill development. https://www.linkedin.com/learning.

[19] OECD iLibrary (2023). More Productive Brazil Program: Enhancing Productivity in SMEs through Lean Manufacturing and Digitalization. https://www.oecd-ilibrary.org/sites/cc5feb81-en/1/2/5/index.html.

[20] Pearson Brasil (2024). Official website. https://br.pearson.com

[21] ResearchAndMarkets.com (2024). Brazil eLearning Market Insights 2024-2029 with Exclusive Data on 40+ Vendors. BusinessWire. https://www.businesswire.com/news/home/20240710666649/en/Brazil-eLearning-Market-Insights-2024-2029-with-Exclusive-Data-on-40-Vendors---ResearchAndMarkets.com.

[22] SEBRAE Cursos Online (2024). Resources and training for SMEs. https://www.sebrae.com.br/sites/PortalSebrae/cursosonline.

[23] Senac EAD (2024). Vocational and technical training in commerce and services. https://www.ead.senac.br.

[24] SENAI Educação Online (2024). Industrial education and training in Brazil. https://sp.senai.br.

[25] TechCrunch (2020). Licensing strategies for AI startups. https://techcrunch.com/2020/11/17/licensing-strategies-for-ai-startups.

[26] TOTVS Educacional (2024). Educational platforms for digital transformation. https://educacional.totvs.com.br.

[27] Udemy (2024). Online courses in various disciplines. https://www.udemy.com.

[28] World Intellectual Property Organization (WIPO) (2020). Intellectual property: Patents, trademarks, copyrights, and trade secrets. https://www.wipo.int.